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TCRP Report 50

A Handbook of Proven Marketing Strategies for Public Transit

Transportation Research Board
National Research Council

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Report 50

A Handbook of Proven Marketing Strategies for Public Transit

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TRANSIT COOPERATIVE RESEARCH PROGRAM

The nation's growth and the need to meet mobility, environmental, and energy objectives place demands on public transit systems. Current systems, some of which are old and in need of upgrading, must expand service area, increase service frequency, and improve efficiency to serve these demands. Research is necessary to solve operating problems, to adapt appropriate new technologies from other industries, and to introduce innovations into the transit industry. The Transit Cooperative Research Program (TCRP) serves as one of the principal means by which the transit industry can develop innovative near-term solutions to meet demands placed on it.

The need for TCRP was originally identified in *TRB Special Report 213—Research for Public Transit: New Directions*, published in 1987 and based on a study sponsored by the Urban Mass Transportation Administration—now the Federal Transit Administration (FTA). A report by the American Public Transit Association (APTA), *Transportation 2000*, also recognized the need for local, problem-solving research. TCRP, modeled after the longstanding and successful National Cooperative Highway Research Program, undertakes research and other technical activities in response to the needs of transit service providers. The scope of TCRP includes a variety of transit research fields including planning, service configuration, equipment, facilities, operations, human resources, maintenance, policy, and administrative practices.

TCRP was established under FTA sponsorship in July 1992. Proposed by the U.S. Department of Transportation, TCRP was authorized as part of the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA). On May 13, 1992, a memorandum agreement outlining TCRP operating procedures was executed by the three cooperating organizations: FTA, the National Academy of Sciences, acting through the Transportation Research Board (TRB); and the Transit Development Corporation, Inc. (TDC), a nonprofit educational and research organization established by APTA. TDC is responsible for forming the independent governing board, designated as the TCRP Oversight and Project Selection (TOPS) Committee.

Research problem statements for TCRP are solicited periodically but may be submitted to TRB by anyone at any time. It is the responsibility of the TOPS Committee to formulate the research program by identifying the highest priority projects. As part of the evaluation, the TOPS Committee defines funding levels and expected products.

Once selected, each project is assigned to an expert panel, appointed by the Transportation Research Board. The panels prepare project statements (requests for proposals), select contractors, and provide technical guidance and counsel throughout the life of the project. The process for developing research problem statements and selecting research agencies has been used by TRB in managing cooperative research programs since 1962. As in other TRB activities, TCRP project panels serve voluntarily without compensation.

Because research cannot have the desired impact if products fail to reach the intended audience, special emphasis is placed on disseminating TCRP results to the intended end users of the research: transit agencies, service providers, and suppliers. TRB provides a series of research reports, syntheses of transit practice, and other supporting material developed by TCRP research. APTA will arrange for workshops, training aids, field visits, and other activities to ensure that results are implemented by urban and rural transit industry practitioners.

The TCRP provides a forum where transit agencies can cooperatively address common operational problems. The TCRP results support and complement other ongoing transit research and training programs.

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NOTICE

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The members of the technical advisory panel selected to monitor this project and to review this report were chosen for recognized scholarly competence and with due consideration for the balance of disciplines appropriate to the project. The opinions and conclusions expressed or implied are those of the research agency that performed the research, and while they have been accepted as appropriate by the technical panel, they are not necessarily those of the Transportation Research Board, the National Research Council, the Transit Development Corporation, or the Federal Transit Administration of the U.S. Department of Transportation.

Each report is reviewed and accepted for publication by the technical panel according to procedures established and monitored by the Transportation Research Board Executive Committee and the Governing Board of the National Research Council.

To save time and money in disseminating the research findings, the report is essentially the original text as submitted by the research agency. This report has not been edited by TRB.

Special Notice

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FOREWORD

*By Staff
Transportation Research
Board*

This report identifies, describes, and assesses proven low-cost and cost-effective marketing techniques and strategies appropriate for use in the transit industry. This is a "how-to" handbook for selecting and implementing such techniques at transit agencies. The target audience is transit marketing professionals, public transit managers, and executives who have responsibilities for marketing transit systems.

Marketing plays a critical role in assisting transit agencies in attracting new riders, retaining existing ones, and ensuring support from the community at-large. To maximize its effectiveness, marketing must be viewed as a comprehensive process through which transit agencies develop and provide transit service and communicate the benefits to their employees, patrons, and the general public. Marketing techniques that are both low-cost and cost-effective are needed by transit agencies and may be crucial to their viability. Transit agencies currently use a variety of low-cost techniques. Thus, there is a need to identify, assess, and share the proven strategies so that they may be adopted throughout the transit industry.

Texas Transportation Institute, in association with the South West Transit Association and the Center for Transportation Education and Development at the University of Wisconsin-Milwaukee, prepared the handbook for TCRP Project B-13. To achieve the project objective of identifying proven marketing strategies to implement at transit agencies, the researchers identified and described low-cost and cost-effective marketing techniques currently used at large, medium, and small, urban and rural transit agencies throughout the transit industry. The complete range of low-cost marketing activities includes traditional, broad marketing activities such as pricing, promotions, advertising, planning, and service delivery targeted at specific submarkets. Further, a method was developed to define the criteria that would be used to assess and select creative and promising marketing techniques. Selection of promising practices was made on the basis of cost, cost-effectiveness, ease of implementation, community support, and staff time required to implement the marketing program. A general overview of each strategy is provided. The overview includes a basic description of the strategies, the objective of its implementation, the resources necessary, the time required, the results of the project, any suggested adaptation or refinements, and when the project was implemented. The size of the transit agency implementing the project is indicated by fleet size.

Also provided in this handbook are summary materials on general principles of marketing public transit. Included are checklists and forms to make it easier for the public transit manager to incorporate solid principles of marketing and public relations.

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This work was sponsored by the Federal Transit Administration and conducted in the Transit Cooperative Research Program, which is administered by the Transportation Research Board of the National Research Council.

The research performed and the development of this "how-to" document were performed under TCRP Project B-13 by the Texas Transportation Institute (TTI)/Texas A&M Research Foundation (TAMRF), South West Transit Association (SWTA), and the Center for Transportation Education and Development (CTED) at the University of Wisconsin-Milwaukee (UWM). The Texas A&M Research

Foundation served as the contractor for the study while the work undertaken by SWTA and UWM was performed under a subcontract with TAMRF.

TTI's Ms. Cinde Weatherby, an associate research scientist, was the principal investigator and performed general supervision of the project. Major assistance in the drafting of the "how-to" document was performed by Mr. Todd Carlson, a TTI research associate. Other key staff working on the project were SWTA Executive Director Carol Ketcherside and Mr. David Cyra, former executive director of the UWM's CTED and principal of Cyra Engineering Transportation Training Consulting. Graphics design development and document formatting was performed by Ms. Debbie Murillo, TTI commercial artist. Additional support was provided by other TTI staff members; Ms. Kelly West, associate research editor, Mr. Mark Anthony Posada, research associate, Ms. Michelle Walker, assistant research editor, and Mr. Bernie Fette, assistant head, Information and Technology Exchange Center.

INTRODUCTION

INTRODUCTION

Introduction

Transit agencies of all sizes face increased budget pressures and the need to do more with less. To maintain service levels, systems must also continue to attract new riders and retain existing ones, as well as ensure support from the community at large. The use of marketing principles and strategies is a significant tool for transit agencies in meeting these goals. Indeed, to maximize the impact of marketing, it must be viewed as a comprehensive process that is well planned, monitored, and evaluated. In a greater sense, the use of marketing techniques and strategies incorporate an emphasis on customer service throughout the transit organization and its relationships and communications with all of its "publics."

As our society becomes more and more a service-based economy, public transit entities (as well as most other public entities) have realized the importance of public image and quality communications. The transit industry has realized that it is not unlike any other industry or business sector when it comes to customer relations. Some of the most successful public transit systems have adopted an approach to marketing of services that does not differ from any privately owned or operated service. As the director of marketing of one of the more successful public transit systems said at a recent presentation to public transit marketing professionals on the system's marketing efforts, "stand up right now and shake off all of that public sector attitude — you are no different than any private sector service — be creative and positive and sell yourselves."

Transit systems of all sizes can benefit from paying attention to marketing theory and principles. Marketing theory says that there are a set of controllable variables that can be used to influence responses by buyers — product, place, price, and promotion. Good marketing, in the private and public sector, calls first for attention to design of a good product or service to fit consumer needs. Other tasks include determining the appropriate distribution channels (place) and price (fare), before supporting those tasks with a promotional program.

Applying these principles to public transit, marketing should be considered as service is developed and planned (routes, schedules, etc.), as it is distributed (fare media, sales outlets) and priced (fares, discounts, etc.), as well as in the traditional sense of how it is promoted (awareness campaigns, advertising, etc.).

In addition to following general marketing theory and principles, a public transit agency must also be cognizant of "people" as an integral component of the marketing mix. Services must adapt to the changing needs of the customers — for example, the increased need for accessible transport by an aging population. Message strategies also often focus on behavioral consequences - aimed at changing long-established habits. Some of the other challenges faced in public transit marketing include the following:

- explaining subtle or "invisible" benefits (increased transit use equaling less pollution and congestion),
- calling attention to the beneficiaries (the environment, health care costs),
- explaining long-term benefits,
- dealing with the public scrutiny of taxpayers or elected officials,
- dealing with multiple publics (the "public," politicians, administrators, other agencies),
- dealing with limited opportunities for modifying services (routes, schedules), and
- marketing the same services to a variety of groups (for example, senior citizens and students).

This handbook is not meant to provide all of the answers and suggestions needed to totally incorporate marketing principles into your institution. However, we have provided some hints on basics that are appropriate for use in the industry. We have also provided listings of resources for further information on specific topics. The guide was developed to especially assist rural and small urban transit systems that may not have full-time professionals assigned to marketing tasks. The information provided on specific projects can, however, be of interest and benefit to transit marketing professionals or managers of any type or size of system.

Our quick summary of components of a successful marketing program in this chapter includes the following:

- a review of the importance of customer service,
- some suggestions for planning a marketing program,
- some suggestions for evaluating the marketing program,
- an overview of fostering partnerships with the corporate world,
- some suggestions for handling media relations, and
- a checklist for planning an event.

Fostering Consistent Quality Customer Service

Customer service is a topic that has received a good deal of attention in the popular media. Visit any large bookstore to find books in the business "self-help" section on improving customer service. There are a number of books in that genre that are written by Ron Zemke and Kristin Anderson and incorporate "knock your socks off service" in the titles. That series of books has been found especially useful to a number of transit managers around the country. In *Sustaining Knock Your Socks Off Service* and *Managing Knock Your Socks Off Service*, the authors note that superior service is created through a combination of eight tactics and practices, as follows:

1. Finding and retaining quality people
2. Knowing their customers intimately
3. Focusing their units on organizational purpose
4. Creating easy-to-do-business-with delivery systems
5. Training and supporting employees
6. Involving and empowering employees
7. Recognizing and rewarding good performance and celebrating success
8. Setting the tone and leading the way through personal example

The authors also point out possible major barriers to achieving high-quality customer service, as follows:

1. Inadequate communications between departments
2. Employees not rewarded for quality service or quality effort
3. Under staffing
4. Inadequate computer systems
5. Lack of support from other departments
6. Inadequate training in people skills
7. Low morale; no team spirit
8. Bad organizational policies and procedures

As you read through these lists of tactics and principles and possible barriers, think about your own transit organization. The common thread in both lists is the employee. Some public transit systems are beginning to tackle this issue head-on by changing the way they hire vehicle operators. The new emphasis is on personality and people skills, rather than technical driving ability. Assuming that driving skills can be taught, but developing friendliness and people skills are a bit more difficult to achieve.

The major point is that customer service and providing perceived value to the consumer should be woven throughout the entire structure of an organization - not just emphasized in a marketing campaign. **Customer service is an attitude.** Marketing research can assist in assessing it, but the marketing plan is just one place in a system's management structure that should continually consider customer service. Because of the importance of each individual employee to the organization's success, internal communications and effective organizational principles are also imperative. Some examples of internal programs are provided in the Internal Promotions Category.

General Marketing Principles

Developing a Marketing Plan — Planning to be Effective

Planning is the foundation of a successful marketing program. Transit systems don't put service on the street without a plan (a schedule, routes, service standards) or a budget, and the requirements for a marketing program are no different. Marketing planning will allow you to establish your goals, develop a course of action, and describe a methodology for evaluating the program's success and providing information to be used in the next planning cycle.

The Colorado Association of Transit Agencies, with support from the Colorado Department of Transportation and the Rural Transit Assistance Program, sponsored development of *The Marketing Cookbook — Recipes for Success*. The document was completed by the firm Communique, LLP, of Aspen, CO. Copies of the document may be acquired, at no charge, by sending a request and a self-addressed mailing label to the Colorado Association of Transit Agencies, 225 East 16th Avenue, Suite 1070, Denver, CO 80203.

The Colorado guidebook provides a very good introduction and summary of using strategic research, dealing with the media, advertising, public relations, crisis communications, evaluation, and planning. Included, for example, are detailed descriptions of the types of advertising to consider — newspaper, magazines, yellow pages, brochure distribution, direct mail, outdoor advertising, point of sale, as well as types of broadcast media - television, cable, radio, and Internet.

With the sponsor's permission, we have included a series of worksheets in the pages that follow from the "cookbook" that will walk through the planning process. Completion of the worksheets will establish the framework of an effective program. Scanning the projects and strategies included in this how-to book can be helpful in developing the action plan (Worksheet #5) for your marketing program.

Worksheet #1: Situation Analysis

This is a look at your system and community. The goal is to identify both facts — the riders, non-riders, past successes, upcoming events, community demographics, etc. — as well as perceptions — what people think of us and our service. Much of this information will be available in your current transportation development plan (TDP) or other market research.

You will want to identify information about the system and the service area. You may well need additional sheets.

For the system, you should need:

What were ridership trends, by segment and in total for the past year or two?

Which routes/services are popular, and why?

Which routes and services need ridership, and which are capacity-constrained?

How do customers now learn about the system? What sort of materials are available, and how are they distributed?

Who now rides the bus?

Who doesn't ride the bus, and why?

Are there service plans which should be considered?

What sort of service amenities are there (shelters, telephones, etc.)?

For your service area, you should record:

What is the population in the service area?

What were growth trends in the last year or two?

What are growth projections?

Where are the population densities high?

Where are they low?

What are the trends in traffic?

What are the community's goals?

What role does the transit system play?

What is the political environment?

How do your customers perceive you?

How do elected officials and other influentials perceive you?

Worksheet #2: Problems and Opportunities

Based on the information gathered about the system and the service area, what are the main obstacles and opportunities facing your system? This should list all possibilities, which may be discarded or refined into goals on Worksheet #3.

Problems/Obstacles to Success:

Opportunities:

Worksheet #3: Goals and Objectives

Simply put, these are statements of what you want to accomplish within a specific time frame. Goals must be specific and measurable. Similarly, they should be attainable. What is realistic and appropriate should be determined by the situation analysis.

In transit, goals can usually be expressed in terms of ridership, revenue, or image. In fact, you may have goals for each of these categories, such as:

- Increase ridership on route x by 3% by year-end, compared to the previous year-end.
- Increase transit pass sales by 6% by year-end, compared to the previous year-end.
- Increase awareness of the transit information line by 8% by a month and year as compared to the last time that data was available.

Goal #1

Goal #2

Goal #3

Goal #4

Goal #5

Worksheet #4: Strategies

If a goal is what you want to achieve, a strategy is how you will achieve it. For example, if you set a goal of increasing awareness of your information line, strategies may include print, radio and/or television advertising, placing the phone number on all fleet vehicles, and printed inserts placed into bank statements.

Generally speaking, you should develop several strategies to help reach each of your goals. While some strategies will be specific to one goal area, other strategies will overlap goal areas, so should be listed in each appropriate strategy worksheet.

[A separate sheet should be completed for each goal.]

Goal #1

Strategy A:

Strategy B:

Strategy C:

Strategy D:

Worksheet #5: Action Plans

As with any planning process, the plan is only as good as its execution. Action Plans are the specific activities you will undertake to fulfill your strategies. It is recommended that projects be outlined and scheduled onto a calendar for the year. This provides the simplest framework for managing your marketing program over the course of the year.

A useful tool in developing your action plans is the removable adhesive notepad. Write each step involved in achieving your goals and strategies on a different note, and place it on a board. You can then add and delete steps, and move them around into the final order, helping to establish a time line and ensure that nothing slips through the cracks. These can then be entered onto a plan calendar that will remind you of upcoming deadlines throughout the year.

Work Project:

Purpose:

Description/time lines:

Additional Resource

The Colorado marketing "cookbook" was written specifically with public transit systems in mind; however, there are others that have been successfully used by non-profit organizations. One example of such a workbook, that has been incorporated into a widely used transit marketing course is the Marketing Workbook for Nonprofit Organizations by the Amherst H. Wilder Foundation. Written by Gary J. Stern, the workbook also provides an array of worksheets for planning and executing a marketing program. Copies of the workbook may be acquired by contacting the Foundation at 800/274-6024, or by writing to Amherst H. Wilder Foundation, Publishing Center, 919 Lafond Avenue, St. Paul, MN 55104. Copies of the workbook are \$25.00. Permission to reproduce the worksheets is granted in the document. Volume discounts are also offered.

Keeping Copyright Law in Mind

While this manual encourages the liberal sharing of ideas between public transit agencies and systems, copyright laws should also be kept in mind when borrowing from others - especially from any private entity.

The principle of "Fair Use" allows you to take facts freely; however, the expression belongs to the author. By judicious paraphrasing, authors are using facts without using the original author's expression.

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1. Is it going to be used for profit?
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3. Could it cause economic damage?
4. Relative to the total material, what percentage would be used?

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In Canada, copyright is dealt with in a very similar manner. The Canadian Copyright Act provides that any "fair dealing" with a work for purposes of private study or research, or for criticism, review or newspaper summary is not infringement. However, in the case of criticism, review, or newspaper summary, the user is required to give the source and author's name, if known. Copyright issues are handled by the Copyright Office, a part of a larger agency called the Canadian Intellectual Property Office (CIPO), which comes under Industry Canada. Additional information on copyright can be obtained by contacting that office through the CIPO at 819/997-1936, or writing to Copyright Office, Canadian Intellectual Property Office, Industry Canada, 50 Victoria Street, Place du Portage, Phase I, Hull, Quebec, Canada, K1A 0C9. The Internet address is: <http://cipo.gc.ca>.

Evaluating the Marketing Program

While the emphasis on marketing at public transit systems has appeared to have heightened in the past decade, the existence of an evaluation program for the marketing program is still very rare. Many systems have very limited resources available to implement the marketing strategies, much less measure the impact of them. However, there are some fairly simple measurements that can be noted to assist in evaluating the marketing program.

As mentioned in the section on developing the marketing plan, the plan should be written with evaluation in mind. Clearly stated goals and objectives should be as specific as possible, and measurable. The primary indicators to be used are ridership, revenue, and image.

Ridership

The main outcome being measured is ridership on a route or service, compared to ridership for that same route or service during a previous time period. The units are usually periods of a month, quarter, and year. If it is a new route, or service, ridership may be benchmarked against the projections of ridership rather than historical numbers. It is important that the data be as accurate as possible.

Revenue

The measurement of revenue is also fairly simple. Measure the amount of money generated on a given product (such as a certain fare pass) or service (fare box recovery). Benchmarks typically used include:

- projections made in the marketing plan (revenue compared to expectations)
- historical trends (revenue generated this month/quarter/year compared to previous time periods)
- revenue per passenger (total passengers/total revenue; for a route or the total system)
- revenue per hour of service (total hours/total revenue; for a route or the total system)
- revenue per mile of service (total miles/total revenue; for a route or the total system)

Finding Other Resources Mentioned in This How-To Book

Most of the documents mentioned in this "how-to" book are available through the U.S. Department of Transportation's Technology Sharing Program (TSP). These documents were developed with direct or indirect support of federal funds. Single copies of in-stock TSP reports are available at no cost through the main on-line catalog accessed through the Internet at <http://www.tsp.dot.gov/>. All TSP reports are archived through the National Technical Information Service (NTIS) in Springfield, VA. When reports are no longer available through DOT sources, reports may be purchased through NTIS. Archived TSP reports may be browsed through the TSP web page, and a direct link to NTIS is provided. NTIS may be contacted directly at NTIS Sales Desk, Monday through Friday, 8:30 a.m. to 5:00 p.m. Eastern Time, at 800/533-6847 or 703/605-6000, fax 703/321-8547. Additional NTIS ordering information is available at the NTIS website - <http://www.fedworld.gov/ntis/ordering.htm>.

Image

Image is more difficult to measure because the data is not already being collected as a matter of daily record. It has to be collected through market research, and there should be a baseline established as a benchmark so that the results of the marketing efforts may be measured against the baseline.

Ongoing Research Programs

An ongoing research program can include both qualitative research and quantitative studies. Examples of qualitative research could include focus groups and one-on-one interviews. Both of these types of research can provide insights that might be missed in a quantitative survey. They can also be very useful in surfacing issues and questions to be used in a quantitative survey.

Examples of quantitative research are:

- on-board surveys
- intercept surveys
- telephone surveys
- mail-back surveys

Below are some suggestions about each type of survey, taken from *The Marketing Cookbook - Recipes for Success*.

On-Board Surveys

Surveying existing passengers is the easiest, most cost-effective form of quantitative research for transit systems. Surveys can be issued to each passenger as they board, and collected as they disembark. Depending on the number of surveys collected, you may elect to tabulate every second or third survey to save on time and cost of data entry, while still arriving at a statistically sound sample. [A sample on-board survey is provided at the end of this section.]

Following are a few recommendations about on-board surveys gleaned from other transit operators' experience:

- Survey passengers in one direction only (inbound or outbound)
- If possible, offer a passenger free fare to assist the driver with distribution and collection of surveys
- Survey passengers on more than one day of the week (for example, Wednesday and Saturday) to get a more representative sample
- Prior to the survey day(s), use media releases and public service announcements to inform the public about the survey

Intercept Surveys

Intercept surveys are brief interviews (one to five minutes) conducted in places with high traffic volume, such as shopping or pedestrian malls. Intercept surveys are a cost-effective way to reach both users and non-users. However, results from intercept surveys do tend to be skewed slightly toward women and middle-income respondents, since statistically this is the majority of shoppers in America. Collecting surveys on a couple of different days of the week (for example, Wednesday and Saturday) and in several different locations will help provide a more representative sample. If you provide specialized services, senior centers, doctor's offices, and clinics can be useful survey sites.

Following are a few recommendations about intercept surveying:

- Think through where you will conduct the surveys, as the venue may affect respondent demographics.
- If possible, select attractive interviewers, and have them dress appropriately for the venue(s) in which the interviews will be conducted.
- Request interviews of a broad cross-section of respondent groups - men, women, older, younger, etc.
- Prior to the survey date, contact a random group of people living in the area by telephone and ask them to stop by to complete the survey, as this will eliminate some of the shopping mall demographic bias.
- If possible, offer a premium (for example, a free movie ticket or free bus pass) to help motivate respondent participation.

Telephone Surveys

Telephone surveys are, obviously, conducted over the telephone with either users or non-users residing in the transit operator's service area. Although slightly more expensive to conduct than intercept surveys, telephone questionnaires are very effective for measuring awareness and image of a transit system. Respondent lists can be purchased from a variety of sources, including the phone company, and targeted to many geographic, economic and demographic factors.

Following are a few recommendations about telephone surveying.

- If possible, share the cost of a telephone survey with related public service organizations such as the housing authority, the city or county planning office, or others interested in the statistical data that you are seeking such as a chamber of commerce.
- Make sure the questions are clear and concise.
- It is useful to test the survey questions prior to execution. Test the survey on people in your organization as well as others.
- Prior to the survey day(s), use media releases and public service announcements to inform the public.

Mail-Back Surveys

An alternative to telephone surveys is to distribute surveys by mail, with a postage-paid return envelope. As with telephone surveys, respondent lists can be purchased from a variety of sources, including the phone company, based on many geographic, economic and demographic factors. The advantage of mail-back surveys is that more complex questions such as "rank the following..." can be asked. On the other hand, mail surveys can be expensive, because a large number of surveys must be mailed out to ensure adequate response. Typical return rates on direct mail is one to two percent. This calls for a large number of surveys to be issued to get back a statistically significant return.

Following are a few recommendations about direct mail surveying:

- Offer incentives and bonuses for completing the survey, such as random prizes;
- Use postage-paid mail permits for return postage, so that postage is paid only on returned surveys; and
- Prior to the survey day(s), use media releases to inform the public of the survey

Use of Information Gained from Research

The information from the initial survey efforts will be very helpful in establishing priorities in the marketing plan. Once the plan is developed, and strategies implemented (with the type of measurements to judge success in mind in advance), the results of the next survey efforts can demonstrate the impact of the strategies. These results will then be very helpful in developing the next marketing plan. The evaluation program should be a consistent part of the annual marketing plan, providing the research each year for updating and improving upon the marketing plan.

SAMPLE PASSENGER SURVEY

We are conducting a study regarding our transit services, and would appreciate your taking a few minutes during your trip to complete this survey.

1. How often do you ride transit?
 Less than once a month 1 to 4 times a month 1 to 2 times a week
 3 to 5 times a week 6 or more times a week
2. How long have you regularly ridden transit?
 First time Less than 1 month 1 to 3 months
 4 to 6 months 7 to 12 months 1 to 3 years
 4 to 6 years 7 to 10 years More than 10 years
3. How likely is it that you will continue to ride transit?
 Very likely Somewhat likely Not very likely
4. What is the purpose of this trip?
 Work Shopping Medical
 School Personal business Social/recreation
5. How did you get to this bus/van?
 Walking less than 3 blocks Walking 3 or more blocks Was driven to the stop
 Drove self to stop Transferred from another route Rode a bicycle
 Other (Please specify): _____
6. Did you have a car available for this trip?
 Yes
 No
7. Do you have a valid driver's license?
 Yes
 No
8. If you drove to the stop, where did you park?
 Designated park and ride lot General "on street" parking
 Other (Please specify): _____
9. How far do you normally travel to work?
 Less than one mile 1 to 3 miles 4 to 10 miles
 11 to 20 miles 21 to 30 miles 31 to 40 miles
 Over 40 miles
10. Why did you choose to ride transit? (Check as many as may apply)
 Only alternative No car available for this trip Avoid traffic
 Save time parking Save money on the cost of travel
 Employer provides transit pass I care about the environment
 Other (Please specify): _____

Following are statements about this transit service. We would like to know your opinions. Please check only one answer per statement. You should check the box that corresponds to how strongly you agree or disagree with the statements.

11. It's reliable.
 I agree very strongly I agree strongly I agree somewhat I don't really agree
12. It's convenient.
 I agree very strongly I agree strongly I agree somewhat I don't really agree
13. It's as fast as going by car.
 I agree very strongly I agree strongly I agree somewhat I don't really agree
14. It's economical.
 I agree very strongly I agree strongly I agree somewhat I don't really agree
15. It's usually on time.
 I agree very strongly I agree strongly I agree somewhat I don't really agree
16. The drivers are safe.
 I agree very strongly I agree strongly I agree somewhat I don't really agree
17. The drivers are friendly.
 I agree very strongly I agree strongly I agree somewhat I don't really agree
18. Route/schedule information is readily available.
 I agree very strongly I agree strongly I agree somewhat I don't really agree
19. Information is understandable.
 I agree very strongly I agree strongly I agree somewhat I don't really agree
20. The vehicles are comfortable.
 I agree very strongly I agree strongly I agree somewhat I don't really agree
21. Transit services should be publicly subsidized (by taxes).
 I agree very strongly I agree strongly I agree somewhat I don't really agree

How would the following things or events affect your current transit usage?

22. Earlier morning service
 Definitely ride more often I might ride more often It would have no effect I might ride less often
23. Later evening service
 Definitely ride more often I might ride more often It would have no effect I might ride less often
24. More frequent commuter service
 Definitely ride more often I might ride more often It would have no effect I might ride less often
25. More frequent mid-day service
 Definitely ride more often I might ride more often It would have no effect I might ride less often
26. Fare increase of 50 cents
 Definitely ride more often I might ride more often It would have no effect I might ride less often
27. Fare decrease of 50 cents
 Definitely ride more often I might ride more often It would have no effect I might ride less often

28. You are: male female

29. Your age is:
 Under 13 35-44 13-18 45-54 19-24 55-64 25-34 65+

30. Your occupation is: _____

31. Your total annual household income is: _____

32. Please provide your ideas for improving this service: _____

THANK YOU FOR YOUR ASSISTANCE!!!

Source: The Marketing Cookbook - "Recipes for Success"

Sample Telephone or Intercept Survey

We are conducting a study regarding transit services, and would like to ask you a few questions.

1. What is your usual mode of transportation?

<input type="checkbox"/> Walk	<input type="checkbox"/> Ride bicycle	<input type="checkbox"/> Ride public bus/van
<input type="checkbox"/> Ride private bus/van	<input type="checkbox"/> Carpool	<input type="checkbox"/> Drive alone
<input type="checkbox"/> Other (Please specify): _____		

2. How many miles do you think you normally travel in a day?

<input type="checkbox"/> Less than 1 mile	<input type="checkbox"/> 1 to 3 miles	<input type="checkbox"/> 4 to 10 miles
<input type="checkbox"/> 11 to 20 miles	<input type="checkbox"/> 21 to 30 miles	<input type="checkbox"/> 31 to 40 miles
<input type="checkbox"/> Over 40 miles		

3. Do you usually have a car available?

<input type="checkbox"/> Yes
<input type="checkbox"/> No

4. Do you have a valid drivers license?

<input type="checkbox"/> Yes
<input type="checkbox"/> No

5. How often do you ride transit?

<input type="checkbox"/> Never	<input type="checkbox"/> Less than once a month	<input type="checkbox"/> 1 to 4 times per month
<input type="checkbox"/> 1 to 2 times a week	<input type="checkbox"/> 3 to 5 times per week	<input type="checkbox"/> 6 or more times per week

6. How would you rate the overall quality of transit services in your community?

<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Satisfactory
<input type="checkbox"/> Poor	<input type="checkbox"/> Unacceptable	

7. Why do you choose to ride transit?

<input type="checkbox"/> My only alternative	<input type="checkbox"/> To avoid traffic / driving	<input type="checkbox"/> To save money / time
<input type="checkbox"/> I care about the environment	<input type="checkbox"/> I never ride transit	
<input type="checkbox"/> Other (Please specify) _____		

8. What keeps you from using transit more?
(Check all that apply)

<input type="checkbox"/> House of service	<input type="checkbox"/> Frequency of service	<input type="checkbox"/> Cost of service
<input type="checkbox"/> Reliability	<input type="checkbox"/> Convenience of departure/arrival	<input type="checkbox"/> Convenience of stop location
<input type="checkbox"/> Personal comfort	<input type="checkbox"/> Information about routes/schedules	<input type="checkbox"/> Personal safety
<input type="checkbox"/> Other (Please specify): _____		

9. How far from your home is the nearest stop?

<input type="checkbox"/> 3 blocks or less	<input type="checkbox"/> 3 to 6 blocks	<input type="checkbox"/> 7 to 12 blocks
<input type="checkbox"/> More than a mile	<input type="checkbox"/> Unsure	

10. Should transit services be publicly supported by taxes (like policy, fire, and other community services)?

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Unsure
------------------------------	-----------------------------	---------------------------------

11. Do you have any comments or suggestions to improve transit services in your community?

Thank you for your assistance!!!

Source: *The Marketing Cookbook — "Recipes for Success"*

Additional Evaluation Tools

Because it appears that so little evaluation of marketing strategies is being captured by systems across the country, we have provided below more discussion on the subject of evaluating pricing-related promotions. There are a variety of pricing-related promotion examples included in this how-to book. The suggestions for evaluating pricing-related promotions come from the Public Transportation Marketing Evaluation Manual - Techniques for Data Collection that was prepared under the federal transit technical assistance program. Individuals interested in acquiring a copy of the document may do so by contacting the Technology Sharing Program (see page 192).

Data Collection Techniques for Pricing Promotions

Overview

The marketing mix includes product, place, price and promotion (for public transportation "product" and "place" can be combined into "service"). The "price" term in the marketing mix is not what we're discussing here, which refers to the normal ongoing and regular price of a service or a product. What we ARE discussing is pricing promotions, which are part of the fourth element of the marketing mix - promotion. Pricing promotions are included in this category, along with advertising, publicity, direct sales, graphics and incentives.

Pricing promotions fall under the broader promotional category - incentives. Pricing promotions include a short-term reduction in price in order to increase sales. They can, in the case of public transportation, include

- free rides,
- discounts on passes,
- fare discounts during off-peak hours,
- distribution of coupons good for free or reduced fare rides, and
- merchant discount programs.

The last item mentioned is a program in which riders receive coupons as they board a public transportation vehicle (or purchase a monthly pass) which is, in turn, worth a discount at participating merchants. Although this is not directly a discount on the transportation fare, customers do gain an economic incentive almost equal to a fare, or indeed sometimes more, thus the reason for categorizing it as a pricing promotion.

It is rather arbitrary as to when (how much time) a short-term manipulation in price must be in effect before a pricing promotion becomes a basic change in pricing structure. To keep issues simple, we will simply call a price change (either in the cost of a fare, or an economic return of some sort) a pricing promotion if it is not a basic change in the pricing structure and is viewed as temporary.

Pricing promotions are one of the easiest promotional strategies for which to gather data. This is so because the explicit goal is to increase sales (rides), so the most logical data collection technique is to measure ridership. In contrast, one must measure attitudes, cognitions, knowledge, intimidation and so forth when evaluating consumer information aids and advertising. There are, however, some other dependent variables that one might want to look at beyond ridership when evaluating pricing promotions. In merchant discount programs, for example, it might be appropriate to assess the merchants' satisfaction with, or willingness to stay in, the

discount program, or to measure the number of increased customers a merchant received because of involvement.

Data collection techniques are provided that are appropriate for evaluating:

- free and reduced fare programs (no coupon necessary - simply a reduced or free fare when boarding a vehicle)
- pass discounts
- coupons good for fare reductions
- merchant discount programs
- lotteries (each fare paying passenger has odds on winning a prize)

Techniques

Technique:	Ridership counts
Apply to:	Free and reduced fare programs, pass discounts, coupons good for fare reductions, merchant discount programs, lotteries
What it measures:	Ridership
How it works:	Ridership is measured by fare box revenue, manual passenger counts, or by automatic passenger counters. It would be ideal to get counts before, during and after the program. It would even be better to also measure ridership on routes on vehicles without the pricing promotions, so one could obtain good concurrent control data.
Advantages:	Strong proof, if appropriate controls are taken, of the impact of the pricing promotion.
Disadvantages:	Day-to-day vacillations in ridership due to uncontrollable variables such as weather may override the effects of the promotion. It is often difficult to get accurate ridership counts at reasonable costs.
<hr/>	
Technique:	Pass sales
Apply to:	Pass discounts, merchant discount programs, lotteries
What it measures:	Pass sales
How it works:	Through the pass sales or accounting office, document pass sales during a pricing promotional program. Appropriate controls would be necessary (e.g., pass sales before and after the promotional program). Technique directly assesses impact of pass discount programs and merchant discount programs and lotteries when the benefits are contingent upon pass purchase. Pass sales may also go up when a merchant discount or chance on a lottery are contingent on simply boarding a transit vehicle.
Advantages:	Easy data to collect as pass sales are routinely collected by the sales or accounting departments.
Disadvantages:	Pass sales may not directly correlate with ridership changes. Also, it may be hard to obtain "fine grain" data on pass sales (e.g., sales in the mornings, or sales from individual outlets).
<hr/>	
Technique:	Coupon tracing
Apply to:	Pass discounts, coupons good for fare reductions
What it measures:	Number and type of coupon turned in
How it works:	Different types of coupons, good for a reduction on either a pass

	or cash fare are distributed to potential consumers in a controlled fashion (i.e., a control group gets same mailing, etc., but with no coupons). Coupons of various types (color coded) are deposited in the fare box when used and counted daily. Control group is called by phone to measure their bus riding.
Advantages:	Simple, easy to administer way to document a variety of pricing promotions in a controlled fashion.
Disadvantages:	Some problems include: consumers' negative reaction to coupons, counterfeiting, and coupons jamming the fareboxes.

Technique:	Merchant data
Apply to:	Merchant discount programs
What it measures:	Sales by participating stores, discount coupons turned into participating stores, attitudes of participating merchants, and merchant willingness to stay in the program.
How it works:	Coupons for discounts at local stores are given to transit customers as they board a vehicle or purchase a transit pass. If the participating merchants will allow it, changes in sales data and/or an accounting of the coupons turned in to their stores would be excellent data. At the least, the merchants' attitudes (over time) in regards to the program or their willingness to stay in the program would be good data.
Advantages:	Retail sales data and number of coupons returned are easily collected by the stores.
Disadvantages:	A merchant may not want to divulge his or her store's data. A small number of participants (customers) in such a program may count as a success for the transit agency, but a new customer for a small store may be beneficial from the merchant's perspective.

Technique:	Surveys
Apply to:	Free and reduced fare programs, pass discounts, coupons good for fare reductions, merchant discount programs, lotteries
What it measures:	Rider, nonrider and merchant attitudes and knowledge of the pricing promotion, and rider reports or rides taken during the program.
How it works:	As in the case for consumer information aids and advertising, much information can be gathered via surveys. Surveys for pricing promotions can be administered on the phone, through intercept interviews on the street, in a mall or on a transit vehicle. They may be guided or self-administered. Questions should range from subjective ("Do you like the merchant discount program?") to objective ("Did you ride the bus yesterday?").
Advantages:	Can gather a lot of data, from attitudes and knowledge to reported ridership. Can assess some of the more subjective aspects of a pricing promotion, which may tease out subtle effects of a pricing promotion.
Disadvantages:	People's answers to surveys may not be accurate indicators of their ridership, and the technique is more expensive than many of the others.

Technique:	Focus groups
Apply to:	Free and reduced fare programs, pass discounts, coupons good for fare reductions, merchant discount programs, lotteries
What it measures:	Attitudes and preferences about pricing promotions presented
How it works:	Before, during or after a pricing promotion, a focus group would be a good way to get a subjective overview of the program. Ten to fifteen citizens (riders or nonriders or a mix) are selected from a population segment and attend a one to two hour session to convey their thoughts on the pricing promotion in question. A "neutral" focus group facilitator keeps the group focused on the subject and stimulates discussion without asserting his or her views. A focus group session before the introduction of a pricing promotion could yield valuable data for the design of the program.
Advantages:	Relatively efficient in time and money; technique garners a wide range of information in regards to the pricing promotion.
Disadvantages:	Subjective data may not be indicative of actual impact of a pricing promotion; a dominant member of the focus group could lead other members and bias output.

Developing Partnerships with the Community

Many of the ideas that are presented in this "how-to" manual involve working cooperatively in partnership with the corporate community or other non-profit or governmental entities. Below is an overview of things to keep in mind when developing these sort of partnerships. These suggestions were based heavily on the public relations course presentations of Ms. Alison Ducharme of AD & Associates in Victoria, British Columbia. Ms. Ducharme is a marketing, sponsorship, and event management consultant who also lectures at the University of Victoria.

Corporate sponsorship of the 1960s and 1970s was seen as primarily philanthropic, with funds coming from corporate "donations" budgets. The business of corporate sponsorship has evolved over the years however. Many corporations viewed the corporate sponsorship opportunity from an emotional perspective rather than as being made for good business purposes. The competition for the donations was less intense than today - with fewer not-for-profit organizations seeking support.

Today corporate sponsorship has become a sophisticated business for organizations both large and small to ensure future sustainability. Corporate sponsorship programs are now integrated into the company's marketing plan and more results oriented. With much more competition for the scarce corporate sponsorship dollars, corporations are in a position of choosing the organizations with which they wish to partner. More often than not, the decision is based on the business appeal of the partnership. As a result, non-profit organizations (and public transit agencies) have had to increase the knowledge of their staff in the areas of developing corporate resources.

Acquiring corporate sponsorship is an involved process that can realize big financial gain. However, the process requires planning, just as any other component of the marketing program. A methodical, strategic plan is required prior to recruiting any sponsors. Once this groundwork is accomplished and the organization is clear about its goals and objectives, the success rate will be much greater.

Prior to targeting potential corporate partners, it is recommended that an agency consider the types of organizations with which they wish to be publicly linked in the mind of the consumer. A worksheet is included for use as you consider potential corporate sponsors. Team meetings within your organization can provide opportunities for gathering critical information to consider this issue, as well as discussing your own image strengths.

Corporate executives normally provide a small window of opportunity for delivery of a message and requested sponsorship, thereby requiring a focused, straight-forward and concise presentation. The presentation should be a maximum of 20 minutes in length, with the opportunity for questions and clarification beyond that time. The presentation should focus on meeting the objectives of the corporation. As Ms. Ducharme puts it, "bait the hook to suit the fish, not the fisherman."

Prior to developing the proposal and presentation, the agency should do research on the potential sponsors. Knowing the corporate sponsor's objectives allows the proposal to relate directly to that company's bottom line. The proposal should succinctly include an overview of the project being suggested for sponsorship, the business advantage that the corporation will realize from its participation, and a clear summary of the dollars requested.

Once a corporation or other public entity agrees to be a partner with a public transit agency in a project or program, it is essential to maintain ongoing communications. Honest, regular communications is essential to building a strong, longterm partnership. These communications will allow both parties to discuss how the project or program is meeting the short-term and long-term expectations of each, and allow the discussion of future partnering opportunities. In-person or telephone visits remind the corporate sponsor of the desire of the agency to provide them with value for their participation. It can also lead to more creative, mutually beneficial projects.

Value Model for Sponsorship Acquisition Worksheet

Event Description

Write down a few key words that capture your event - what, where, who, why:

Principle Level

On principle, we will not affiliate with companies or organizations who:

(For example, engage in unhealthy/unsafe practices; endorse products/procedures that endanger the environment; actively discriminate)

Preference Level

We would prefer to affiliate with companies or organizations who:

(For example, are proactive in health/wellness/sport/recreation; are proactive in employment equity, access and inclusiveness; are proactive in environmental awareness; possess a positive employment record; are good corporate citizens; are headquartered in our area)

Using Media Relations as a Marketing Tool

Being public entities, most public transit systems will be the object of media coverage. But solid media relations can also be a mighty tool for marketing of the system. Below are some suggestions for media relations that come from the transit marketing handbook, *Promotions Publicity and all that Pizazz - Round Two*, published in November 1994 by the Ontario Urban Transit Association's Centre for Transit Improvement.

- Decide upon an official transit spokesperson and at least one designated back-up person. Stick to this!
- Know what is going on in your transit system and in your community, now and in the foreseeable future. Above all, know your market. Become involved in organizational meetings. Maintain strong communication with staff. You want to be able to promote good news and to be prepared to effectively release or contend with bad news. After all, how can you promote a heroic deed if you don't know about it? And, how can you be prepared for a negative incident if you are unaware of it?
- Don't just talk a good game, play it. Nothing will discredit you more than to promise something which you are not prepared to deliver. Be timely about putting plans into action, and keep the public informed of those time lines. Really blow the horn once the plans take effect.
- When the media approaches you for a story or an interview, ask what the direction of the story is and what questions the reporter wants answered. Tell the reporter that you will get back with the information prior to the media deadline, and do so.

Unfortunately, however, reporters often call at the last minute, giving you no time to prepare. Convert them! Tell them that the information they will get is, by necessity, minimal or incomplete, and offer them excellent results when and if they give you adequate notice. Then follow through. It is easier for a reporter to write a column with a stack of good, reliable information than with just a few scraps of hearsay. And remember, if you do not know the answer to a question, say so. Offer to find out and get back to the reporter.

- Most things are not worth hiding from the press. They can find out anything that is public information anyway. When you release the information you will at least have some control over what and how it is released.
- Read everything you can about the media. Libraries, community colleges, universities, various marketing associations and electronic bulletin boards are all great sources of information. Attend lectures and seminars about media relations. Take careful notice of key articles in your local newspapers and on radio and television stations. What are the main elements? How could a spokesperson, or someone quoted in an article, have worded something more positively?
- Get to know the local reporters who are writing transportation-related articles. Build a relationship with them. They can be your best friends (and your best and cheapest form of advertising). Invite them into your transit facility (after you thoroughly prepare staff for the event); explain the ups and downs of running your transit system. Offer to answer any questions they may have which come up after the visit.

Call or have someone on your team personally call them every time an opportunity for a transit story comes up. Nothing you do can put you more on the side of a reporter than calling him/her with a negative story (which is going to come out anyway). They will get the "scoop," and you get their trust and are able to minimize damage on a potentially "lethal" story!

Regardless of how good a relationship you have with local reporters, try to keep an open mind. Remember that a negative story usually gets more reaction than a positive one, and no matter what you do, you are going to see some articles that you won't like!

- Fax corrections to mis-quotes right away. If necessary, you can always buy an explanatory ad to help turn around bad or incorrect coverage. Take the initiative to "mend fences." When a reporter has written a negative article, call and offer your side of the story. Keep the tone positive. The only thing that will be achieved by making enemies in the media is to ensure continued bad press!
- Evaluate your press relations on an ongoing basis. Are you getting enough coverage? Is most of it good? Are certain papers or radio stations ignoring you? You will never have everyone "on your side" all of the time, but by building strong media relations you will certainly improve the odds!

If you do not believe that you are getting enough media coverage, do not be shy about proposing ideas to the media. Especially in small media markets, the newspaper is often very receptive to receiving good black and white photographs with caption details and stories about events, actions taken, new services, or any other "news worthy" activity of the agency.

Keep in mind that "human interest" is a big factor. Pictures of new equipment might be run, but a picture of a new bus that includes an official of the agency and a regular rider will be more likely to be included in the newspaper. Background sheets on issues or events are also helpful to the media in developing their own stories about your system. Routinely provide this information to key media contacts.

If there is no one on the agency staff that has experience in writing stories or announcements in the style used by newspapers, radio stations or television stations, the most convenient and least expensive way to gain this expertise could be contacting a local high school, junior college, or college journalism teacher and borrowing a textbook. There are also some excellent texts available through the mass media that provide the basics of writing and formatting news releases. The following are currently readily available in bookstores, or through online booksellers:

- *Bulletproof News Releases: Help at Last for the Publicity Deficient*, Kay Borden, Franklin Sarrett Publishers, January 1994.
- *Writing Effective News Releases...: How to Get Free Publicity for Yourself, Your Business, or Your Organization*, Catherine V. McIntyre, Piccadilly Books, June 1992.
- *Marketing for Dummies*, Alexander Hiam, IDG Books Worldwide, Inc., 1997.
- *Guerrilla P.R.*, Michael Levine, HarperBusiness, 1993.

Some Spokesperson Do's and Don'ts

Below is a checklist of Do's and Don'ts for the person who is going to be the active spokesperson, or back-up spokesperson for the agency. This list was compiled by a corporate communicator, but is just as appropriate for the public sector.

Some Do's...

DO Practice the art of bridging - moving a conversation from where someone else wants it to where YOU want it. You do it already in everyday conversation; look for opportunities to improve your skills. It should always be done with finesse and a smile.

DO Practice the art of turning a negative into a positive. Remember that the very nature of news is what went wrong, and an interviewer's questions will generally, quite naturally, be couched in negative terms. For every negative, there is a positive. Don't be afraid to "bite the bullet," acknowledging the negative, and without pausing for breath, move directly to the positive points you can make.

DO Remember the value of a smile and a handshake. Even when all else has gone wrong, such positive displays of body language can quite literally save the day.

DO Do your homework. Your interviewers will have done theirs. Even if the topic is your specialty, do your homework. Don't forget that the interviewer will have gone back to the very basics.

DO Recognize the value of playing "the Devil's Advocate," even if you must be your own. If at all possible, involve your professional peers. Have them demand that you respond to the toughest questions possible, in private, before you go public. Make sure you have acceptable answers. Anticipate.

DO Remember your audience. Could the average 10th grade student understand what you are saying? Would he or she care? Are you using language he or she can comprehend? Avoid technical jargon.

DO Go beyond the interviewer for understanding. If it is worth your time and energy, it should be worth it for you to affect the outcome of understanding.

DO Speak in 30 second quotes. In spot news situations only, remember, the longer answer cries for editing. The 30 second answer goes as stated in 90 percent of the cases. Eliminate superfluous verbiage. Stay with the facts.

...and some Don'ts

DON'T Talk about things you know nothing about. No "third party" discussions, no answers to hypothetical questions, no "what if" speculation, and no conversation about what some other entity may be thinking, planning or doing.

DON'T Bluff or lie. Morality aside, a good newsperson will know you are lying, expose you for doing so, and your credibility, already low, will be destroyed.

DON'T Be afraid to admit that you don't know the answer to a specific question. If you don't know, say so, and add the magic words, "...but I will find out and let you know." Such an admission, done with candor, can make more of an impression with the viewer than all of your facts and figures combined.

DON'T Give the interviewer ammunition. If you're an oil company executive, it's poor procedure to mention the excellent mileage your wife's Mercedes Benz gets not that you've paid someone to remove the air pollution equipment, which leads us to:

DON'T Go off the record. EVER. Unless you are willing to put your personal career and the best interests of your company in the hands of another person.

DON'T Use negative "buzz words" such as "obscene profits, rip-off, disaster, tragedy, holocaust," etc. If your interviewer uses them, don't repeat them. One exception: The accidental loss of human life is a tragedy by definition. Don't refer to such an event as an "unfortunate incident." EVER!

DON'T Lose your temper or weep on television. Either will assure an unedited interview on the 6:00 and 10:00 news.

DON'T Offer personal opinions. You are your company.

DON'T Use the term, "no comment." EVER! In your viewer's mind, it means you are as guilty as if you had committed a crime and then taken the Fifth Amendment.

DON'T Waste time with preface remarks. Remember the pyramid, and open with the point you want to make. Don't tell what you want to talk about, talk about it!

In summary: Control is the key, achieved by leading, not following, by being excited and enthusiastic about your subject, by having a reason to be there, and that reason obviously, clearly important to you.

Planning for Successful Events

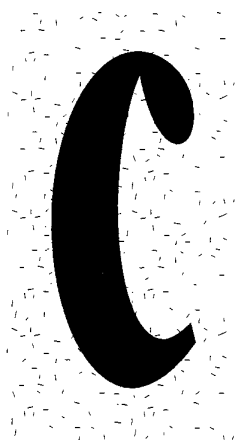
When surveying public transit systems throughout the country for their best low-cost, effective marketing ideas, we found that even the smallest systems, with no stated budget for marketing, were often able to achieve big results with some sort of public event. Whether it is an annual open house for advisory board members and the staff, or major events with substantial corporate sponsorship, there are some common considerations to planning a successful event.

Below are a series of questions that public transit marketing professionals or managers should pose as they plan an event. The questions are based on advice on the subject included in the handbook, *Promotions, Publicity and all that Pizazz - Round Two* by the Ontario Urban Transit Association's Centre for Transit Improvement."

- First, why are you having an event? What is in it for your transit system? What is in it for your target audience?
- What is the goal of the event? What materials and effort will be required?
- When should you have the event? When will it have the greatest impact (what day of the week, time of day, season)?
- When can you schedule the event to have the least competition from other activities? When does it make the most sense for your own transit system schedule (in terms of competing with staff involvement in service or schedule changes, other major events)?
- When will you need to begin planning to allow for all of the details to be accomplished? (Be sure to leave time to acquire the approvals, sponsorship, suitable notification time to participants.)
- Who will be involved in planning and executing the program or event? Who else is available to assist or participate?
- Who should be considered for possibly co-hosting an event or sponsoring the activity?
- Who will speak at the event? Who will gain you the best advantage for media coverage?
- Who will be the guests/audience at the event? Who is your target audience?
- Where will you hold the event? Where can you get the most for your dollar? (Where can you use a location for no charge?) Where can you ensure appropriate accessibility? Where is a location that meets all of these requirements and is also on a transit route, with available parking, and easy to find?
- Where will the audience or participants be most comfortable?
- How will the program or event be funded?
- How will you determine if the event will be worth the effort? How will taxpayers perceive the event?

CATEGORIES

CATEGORIES



Categories of Projects/Strategies

For the purposes of this document, public transit system marketing activities have been organized in the categories listed below. Examples of each category of projects or strategies are provided in the sections that follow.

Accessibility-Related Projects

Transportation services for the disabled are an important part of the transit agency's story to communicate both to the target community and the general public. Many individuals with disabilities are provided with accessibility through public transit services that is imperative to their daily lives. Public information campaigns about the accessibility services provide instructions for using the service, and also serve to enhance the agency's image as a vital part of the community. (A-1 to A-3)

Community Events

Community events provide the opportunity to demonstrate the place a transit agency has within the fabric of a community. The populace gains a sense of confidence in its local government when a public agency shows commitment to an

important local event. It is also an opportunity to forge good relations with other important community organizations. (B-1 to B-6)

Cooperative Promotions

Cooperative promotions with the private sector have multiple pay-offs for the public transit system. While the savings realized by the public transit system in sharing the costs of a marketing project with the private sector may be the first pay-off that comes to mind, the development of good-will with the private sector can also become a long-term benefit. The company that joins the transit system in a promotional effort may become a participant in the regular subsidized employee pass program, for example. The image conveyed to the public by coupling the transit system with an established retail name may enhance the general

perception of the transit system. Projects or strategies included in this section include those where there were services contributed by the private sector; those where money was contributed by the private sector for the execution of the project; or those that were joint promotions. (C-1 to C-15)

Image Promotions

Image promotion builds connections between the transit agency and the community. The goal of an image promotion is to present a positive image of the transit industry in general and the agency. Unlike a promotion about a specific service or route, image promotions are often targeting the community at large. It is a good opportunity to present the benefits of the public subsidized transit system to the community. (D-1 to D-9)

Internal Promotions

Internal promotions are an opportunity for a transit agency to enhance the organization from within, with the attendant result of strengthening the level of service provided to riders. The level of morale within a transit organization directly affects its level of customer service. Good internal promotions are effective morale boosters. They enhance the unity and confidence of staff and build good two-way communication between management and employees. Internal promotions can respond to both short- and long-term agency needs, all the while building credibility with the community and creating a positive public image. (E-1 to E-5)

Introduction of New Service

The introduction of new service is a time for celebration at a transit

agency, both internally, and if the change is large enough, publicly. The agency is growing and improving to meet new customer demands and is seen as responding to the city's development. The agency is evolving with its market. There are several ways to promote new services and many purposes that can be served. A strong promotion can get a new route or service off to a vigorous start. Local businesses that are positively affected by the new service are often willing to cooperate in promoting the service. Promotions can also reward current riders and attract new ones.

(F-1 to F-3)

Media Relations

The purpose of good media relations is to promote understanding, goodwill, and acceptance of transit by the public. Utilizing local media to promote transit events or news is a very effective method of disseminating information. Establishing solid lines of communication with local media representatives can assure more fair and accurate coverage when the agency faces a crisis or has important transit-related news occurs to ensure fair and informed media coverage.

(G-1 to G-5)

Problem-Solving Projects

On occasion, problems arise that a transit agency may address through marketing efforts. The problem may be one of perception by the public or internally by employees. There could also be situations that inhibit an agency from performing at its maximum level of service. A transit agency that is seen taking concrete steps to address problems as they occur, and letting people know it, retains the confidence of passengers, employees, local government, and the general public.

(H-1 to H-8)

Promoting Transit

Promoting transit as a viable option in the mix of transportation alternatives is essential to the success of a transit agency. Citizens in the agency's service area may be unaware of the convenience of using transit for their daily activities. Creative marketing campaigns will enhance the perception of transit as an effective alternative form of transportation and perhaps lead to new riders who may be unaware of its availability or advantages of using it. Promoting the transit service as a worthwhile public service is also helpful in attracting and

maintaining support from non-users who may support that service with their local, state, and/or federal taxes.

(I-1 to I-9)

Rider Inducements

Transit agencies seek the most effective ways to induce individuals to become regular users of a transit system. Just as important as new riders, the agency must find ways to reward its regular customers. Adding value to the transit experience of core ridership helps to maintain a loyal customer base.

(J-1 to J-10)

Seasonal Promotions

Seasonal activities offer an excellent opportunity to promote a transit agency and the services it provides. Few other times of the year can create and attract as much transit ridership as holidays. As a result, the transit system is on display. Events that attract a large number of citizens create a demand for the use of transit, especially if held in areas that contain limited access or parking. The community perceives increased use of the transit agency as lessening the potential for accidents and injuries since fewer drivers are in their own cars. By providing increased public safety during holidays, especially ones

traditionally celebrated with alcohol such as New Year's Eve, the transit agency is seen as providing a public good and its image is enhanced. A well-organized, efficient transit program during a holiday season or weekend can reap many rewards for an agency.

(K-1 to K-3)

Special Events

Special events enable transit systems to participate in community efforts or to provide transit services to community activities.

Transit systems may also choose to create events to familiarize infrequent transit riders with available services. Special events may provide good anchors for other targeted activities. The special event allows personal contact with a large number of people in a concentrated time period and is invaluable in launching or culminating advertising or promotional campaigns. State and county fairs provide the same marketing opportunities as any special event does. Every state has a fair, often requiring effective transit services for success. For transit systems not located near the annual state fair, the same ideas and efforts can be applied to county and regional fairs.

(L-1 to L-6)

Target Group Promotions

Many groups can be targeted in promotions by a transit agency to boost ridership, to reward current users of the system, to entice new ridership, and to educate segments of the population in the use and value of public transportation. Groups that are included in the examples below include: senior citizens, new

employees, school children, high schools, users of libraries, and residents adjacent to bus routes.

(M-1 to M-25)

Try Transit Week

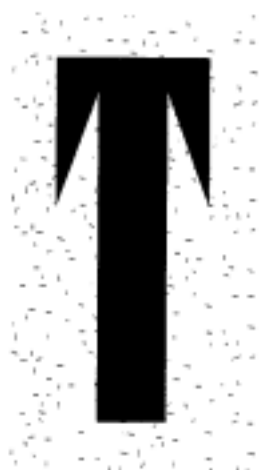
Try Transit Week is an annual event initiated by the American Public Transit Association. The event is observed by public transit systems across the nation with a variety of activities, such

as a day of reduced fares or no fares at some systems, educational presentations at schools and civic organizations, and distribution of transit marketing materials. Try Transit Week helps identify the benefits of using public transportation to current and potential riders, and often showcases a transit system's most creative marketing ideas.

(N-1 to N-6)

Accessibility- Related Projects

**Accessibility-
Related
Projects**



ransportation services for the disabled are an important part of the transit agency's story to communicate both to the target community and the general public. Many individuals with disabilities are provided with accessibility through public transit services that is imperative to their daily lives. Public information campaigns about the accessibility services provide instructions for using the service, and also serve to enhance the agency's image as a vital part of the community.

Radio Ad for Rider Training Program for People with Disabilities (A-1) *Capital Metro*

Number of Vehicles:
303 buses, 20 trolleys, 76 special transit vehicles

Strategy

"Paul Hunt, Walk in My Shoes" is the title of a 60-second radio ad promoting a free rider training program by Capital Metropolitan Transportation Authority of Austin, TX for citizens with disabilities. The ad allows listeners the opportunity to experience the challenges and concerns of a visually impaired person negotiating city streets. Listeners are taken step-by-step as Mr. Hunt attempts to cross a busy intersection. It also informs people with disabilities that Capital Metro provides free training to visually and

mobility-impaired citizens in order to use the bus system for daily activities.

Objectives

To increase awareness of an additional service Capital Metro provides to individuals with disabilities.

Resources

The radio spot was produced under contract by the Austin advertising and public relations firm of TateAustin. The ad cost approximately \$500 and required 30 hours of staff time. Paul Hunt is past chairman of the agency's Mobility Impaired Services Advisory Committee and volunteered to do the ad.

Implementation Time

Three weeks

Results

The radio ad received a Barbara Jordan Award medallion in 1996 by the Texas Governor's Committee on People with Disabilities, which recognizes outstanding media efforts that encourage accurate and progressive portrayals of persons with disabilities. Judges noted its "refreshing and innovative approach." While involvement in the training program remained at the same level, Capital Metro did notice an increase in awareness of the service based on phone calls and referrals from community agencies and persons with disabilities interested in the training program.

Adaptations

The tape of the ad was used in disability awareness training for transportation personnel and training for effective media approaches to enhance services to persons with disabilities.

When

Created in 1995, broadcast in 1996

Contact

Nancy D. Crowther
Accessible
Transportation Specialist
Capital Metro
Transportation Authority
2910 East 5th St. Austin,
TX 78702
Tel: 512/389-7583
Fax: 512/369-6072
E-mail:
nancy.crowther@capmet
ro.austin.tx.us

TRIP Center Directory (A-2)

Wheels, Inc.

Number of Vehicles:
150 (brokered)

Strategy

The TRIP (Transportation Referral and Information Program) Center Directory is a resource offered by WHEELS, Inc. that lists 260 sources of passenger transportation available in the Greater Philadelphia area. Each entity listed supplies special transportation needs, either in whole or in part, to persons with special transportation needs. The service offered by each is described in a one-page profile. The profile is in an outline format which identifies the agency and provides details regarding its operations, passenger characteristics, methods by which transport is obtained, and fare requirement. It also cross-references the names of other transportation services with which the agency is involved. The profile is held in a data base at WHEELS, Inc. which is regularly updated. The directory is distributed free of charge to area public libraries and major human service agencies, and is sold throughout the region for \$87.00 (\$80.00 for non-profit organizations).

Objectives

To provide a comprehensive source of information on area services that serve special transportation needs.

To maintain the specialized transportation leadership reputation of WHEELS, Inc.

Resources

Financing for the project was provided by extensive foundation support, WHEELS, Inc. program funds, and paid advertising within the directory. The total cost for the project was \$35,000. The project required four professional staff members dedicating several hours per week in the course of a year. Six part-time, temporary personnel were utilized to conduct surveys to acquire data on the agencies. A consultant was hired to develop the database at a cost of \$5,000. A professional designer and printer was used for the final publication of the directory at a cost of \$3,000.

Implementation Time

One year

Results

The directory was published in 1995 and

remains the only source of its type of information available to the public. A TRIP Center office was established. However, only 200 copies of the directory were purchased from an original printing of 800 copies.

Adaptations

It is the desire of WHEELS, Inc. to make the directory more interactive to facilitate updates, and perhaps make the directory available through computer media.

When

Initiated in 1994 and ongoing

Contact

Greg Ficchi
Data/Automation
Manager WHEELS, Inc.
1118 Market St.
Philadelphia, PA 19107
Tel: 215/563-2000
Fax: 215/563-5531
E-mail: wheels
@libertynet.org

Promoting Fixed-Route Service for Medical Trips (A-3)

WHEELS, Inc.

Number of Vehicles:

150 (brokered)

Strategy

In Philadelphia, Medical Assistance clients of the Pennsylvania Department of Public Welfare who are eligible for non-emergency trips to outpatient medical services must register with and be screened by WHEELS, Inc. It was determined by WHEELS, Inc. that many clients were physically and developmentally able to make these medical trips using Southeastern Philadelphia Transportation Authority (SEPTA), the local public transit system. The screening process results in the able clients being "assigned" to use of SEPTA and prevents them from using the program's paratransit service. WHEELS, Inc. reimburses the clients for their out-of-pocket expenses up to the cost of a monthly transit pass, issuing checks monthly in time to purchase their fares for the coming month. Fare reimbursement claims are validated by the medical provider and WHEELS, Inc. staff. Complete instructions and materials are supplied to the clients and medical providers.

Objectives

To utilize existing transportation services, thereby reducing program costs while ensuring satisfaction of trip needs. To reduce the volume of paratransit services supplied by the program.

Resources

Funding for the project was provided by the Medical Assistance Transportation Program of the Pennsylvania Department of Public Welfare. Twenty percent of the internal staff employees were utilized.

Implementation Time

The concept was initiated upon assumption of the project by WHEELS, Inc.

Results

Before this technique was utilized, the unit cost for program trips was up to \$20, all via some form of paratransit. Using public transit, the cost to the program is \$1 to \$2 per trip. Almost one-half of all program trips are now made on SEPTA with no loss in fulfilling client trip requirements.

Adaptations

WHEELS, Inc., uses a similar screening process for a Title 1 project.

When

1983 and continuing.

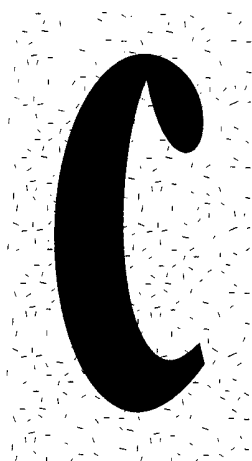
Contact

Ross Dougherty
Controller WHEELS,
Inc.
1118 Market St.
Philadelphia, PA 19107
Tel: 215/563-2000 x220
Fax: 215/563-5531
E-mail:
wheels@libertynet.org



Community Events

Community
Events



Community events provide the opportunity to demonstrate the place a transit agency has within the fabric of a community. The populace gains a sense of confidence in its local government when a public agency shows commitment to an important local event. It is also an opportunity to forge good relations with other important community organizations.

Co-sponsor of a Clean Air Fair (B-1)

Transit Authority of Northern Kentucky

Number of Vehicles:
107 buses

Strategy

The Transit Authority of Northern Kentucky (TANK) of Fort Wright, KY co-sponsored a Clean Air Fair and a 3.5-mile "Stride to Breathe" Walk. The event was held in order to raise awareness of clean air issues within the community. It also promoted mass transit as a viable transportation alternative.

A local committee, Northern Kentuckians for Cleaner Air, organized the walk and the fair. The events were publicized through public service announcements on local radio stations and in newspaper ads. Flyers were also distributed at strategic points around the community. A TANK bus, driven by the agency's mascot, led the

walk and passed out water to participants.

The fair provided booths from the local health department, the transit agency, the American Lung Association, the Department for Environmental Protection's Division of Air Quality, and offered allergy screenings, food and entertainment.

Objectives

To raise awareness of clean air issues in the community.

To get people to view mass transit as a viable transportation alternative.

Resources

Funding for the event came from the Regional Ozone Coalition (ROC), which covers an eight-county region. The ROC is part of the Ohio-Kentucky-Indiana Regional Council of Governments. Total cost of the project was \$5,000. Two TANK staff members worked on the event for a total of 80 labor-hours.

Implementation Time

Four months

Results

The "Stride to Breathe" Walk saw mixed success

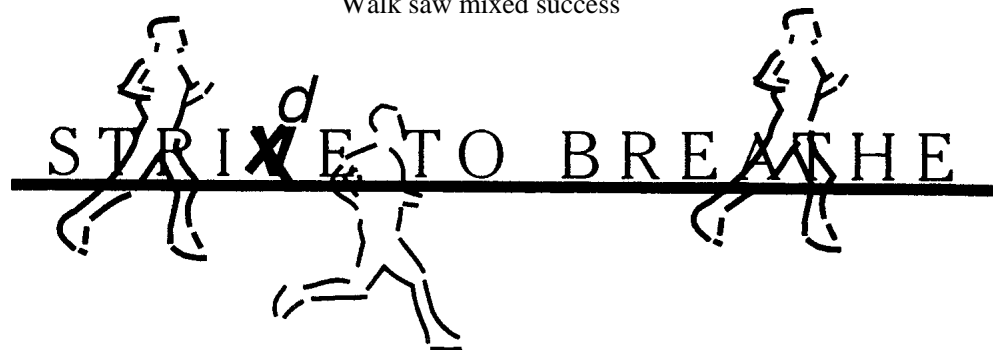
due to poor weather conditions. Relations between the agency and the ROC were enhanced.

When

May 1997

Contact

Gina Shipley Manager of Marketing and Planning
Transit Authority of Northern Kentucky
3375 Madison Pike Fort Wright, KY 41017-9670
Tel: 606/331-8265
Fax: 606/578-6952
E-mail: gshipley@fuse.net



Person of the Year with Disabilities Award (B-2)

Good Wheels, Inc.

Number of Vehicles:
72 buses

Strategy

To highlight the good works of its clients, Good Wheels, Inc. of Fort Myers, FL sponsors a "Person of the Year with Disabilities" Award. Nominations can be made by anyone in Southwest

Florida. No one in the market area had developed such an award previously.

Good Wheels used its public relations firm to organize the event. As part of the research, the public relations firm met with representatives from eight other social service organizations that serve the disabled and disadvantaged population.

The first step was to obtain sponsorships. Packets were sent to area hospitals, health insurance companies, and other organizations that serve individuals with disabilities. Follow-up phone calls and visits were made to potential sponsors. Nomination forms were distributed to more than 100 social service agencies in the region. Media packets were sent and radio and television interviews were scheduled. A panel

of judges was selected from community leaders (including one individual with disabilities) and was moderated by the chairman of the Good Wheels Board of Directors. Good Wheels provided free transportation to the luncheon for any individual with disabilities requesting service.

Objectives

To present the Person of the Year With Disabilities Award and recognize five finalists.

To obtain positive pre and post-award local media coverage of the nomination process and the awards luncheon.

To attract a minimum of 100 people and several dignitaries to the awards luncheon.

To obtain \$2,500 in sponsorships to keep ticket prices low enough to avoid an event subsidy by Good Wheels.

Resources

All expenses were paid with revenues from sponsorship fees of \$2,200 and ticket sales of \$1,200.

Implementation Time

Three months per year.

Results

Three rounds of media packets produced a great deal of publicity for the nomination process, the judging, and the awards

luncheon. In each case, the event received coverage from the daily newspaper, weekly newspapers, all four television network affiliates, and radio stations. Altogether, there were 154 inches of print media, 8 minutes of television broadcast time, and 3 hours of radio public service time devoted to the event.

Eight sponsorships were obtained, totaling \$2,200. Ticket prices for those attending the awards luncheon (nominees attended at no charge) were held to \$15 per person.

The award winner was chosen from a field of 30 nominations. Five finalists were also recognized. A total of 125 individuals attended the awards luncheon and it attracted state legislators, city council members, and county commissioners.

The event was recognized in 1996 by the Florida Public Relations Association as one of the finest special events of the year. It also won a Judge's Award for cost-effectiveness.

When

1995 and awarded annually

Contact

Deloris Sheridan
President Good Wheels, Inc.

10075 Bavaria Rd. SE
Fort Myers, FL 33913
Tel: 941/768-6184
Fax: 941/768-6187
E-mail:
gowheel@aol.com

**Good
Wheels**



Transportation for the Disabled and Disadvantaged

Clean Air Challenge (B-3)

Sacramento Regional Transit District

Number of Vehicles:

210 buses, 36 light rail vehicles

Strategy

In conjunction with the American Lung Association of Sacramento Emigrant Trails, Sacramento Regional Transit challenged two area high schools to clean the air and clear the school parking lots of automobiles by riding transit on May 13, 1998, as part of Clean Air Month and Try Transit Week activities. The transit agency provided schools with bus schedules, maps, and safety brochures. Agency staff visited both schools prior to the event to display transit information, answer questions, and provide "how-to" route

information. "New Rider" complimentary tickets were also offered.

Objectives

To promote alternative transportation to teenagers for the day and plant a seed for future use of alternative transportation.

Resources

No formal budget was required for the project. Existing materials, schedules, maps, and displays were used. One marketing representative and six customer service representatives were utilized.

Implementation Time

Three months

Results

The goal of a 25 percent reduction in automobile use for the day was met at both schools. More than 2,300 students carpooled, biked, walked, or took the bus.

When

May 1997 and repeated annually.

Contact

Jo Teele Noble
Marketing
Representative
Sacramento Regional
Transit District
PO Box 2110
Sacramento, CA95812
Tel: 916/321-2863
Fax: 916/444-0502

"Bike the Bay" Campaign (B-4)

Hillsborough Area Regional Transit Authority

Number of Vehicles:

176 buses

Strategy

As part of a promotion for the Bikes on Buses program, Hillsborough Area Regional Transit Authority (HARTLine) of Tampa, FL created the "Bike the Bay" Campaign. The community event included two group bike rides from HARTLine's downtown commuter center, one short and the other longer. The shorter distance is 10 miles, the longer ride is 23 miles. Participation is free and the event is held once a year on a Saturday to allow for maximum participation.

HARTLine promoted the campaign through various means: newspaper and radio ads, press releases, bus public service announcements, patron newsletter information, outreach to local

bike shops and colleges, and direct mail to the agency's Bikes on Buses database (all users of HARTLine's bike racks must fill-out a form and get a picture ID).

Objectives

To promote the Bikes on Buses program as a transit alternative.

Resources

The event requires 40 hours of HARTLine staff time. The Tampa Tribune, a local daily newspaper, donated \$5,000 in advertisements. Food and drinks were donated by vendors. Radio ads cost \$1,500, while promotional materials totaled \$2,000.

Implementation Time

Two weeks

Results

The first year of the event saw 42 bicycle riders participate, while the second year attracted 146 cyclists. Bikes on Buses program usage increased 98.6 percent during the second year of the event.

When

1996 and conducted annually

Contact

Pat McElroy Promotions and Advertising
Specialist Hillsborough Area Regional Transit Authority
4305 E. 21st Av. Tampa, FL33605
Tel: 813/223-6831
Fax: 813/223-7976

"Our Own Words" Poetry Contest (B-5)

Pierce Transit

Number of Vehicles:

193 buses, 226 vans

Strategy

In order to partner with other organizations and businesses in a meaningful community relations effort, Pierce Transit of Tacoma, WA developed "Our Own Words," an annual teen poetry and fiction writing contest, and received the co-sponsorship of the Pierce County Library Foundation, the Tacoma Public Library, and the Puget Sound Poetry Connection. Besides cash and other prizes, winners have their writing excerpted on colorful exterior bus boards appearing on Pierce Transit buses throughout the month of May.

Joint planning with the co-sponsors begins in September. Budget, timeline, and judging procedures are established. Prizes and promotional agreements are acquired. Marketing materials, such as flyers and posters, to be distributed to schools, libraries, and transit centers, are created by late January. Contest packets are then mailed to teachers and notices and entry forms are posted on the Pierce Transit website. Meetings are held with school district and art association representatives to enlist their help in promoting the contest.

A detailed media release is distributed before and after the contest to generate interest. Five newspaper ads are run promoting the contest, and one is displayed after the award ceremony congratulating winners. Follow-up letters are sent to all school principals notifying them of the number of students who entered the contest. An awards ceremony is held in early May at which the winners read from their work and receive their prizes, including a commemorative book of all the winning entries. Twenty exterior bus boards featuring winning entries travel throughout the county in May.

Objectives

To partner with other organizations and businesses on a meaningful community relations effort that generates significant local media coverage and enhances Pierce Transit's reputation for community involvement.

Resources

The cost to Pierce Transit for the project is approximately \$5,000. Free advertising for the contest is donated by the Tacoma News-Tribune, the local daily newspaper. Gift certificates used as prizes are provided by Borders Books. The agency was provided

with discounted printing of contest materials by a local merchant, and received a discount on facility rental for the prize ceremony.

Implementation Time

Five Months

Results

The contest garnered 609 entries from 82 schools. The awards ceremony drew 100 people, mostly parents, teachers, and judges. Nineteen articles appeared in the local press, most of them with photos of the prize winners standing in front of "their" buses. Many of the winning teens and their families came to Pierce Transit headquarters to take photos of "their" bus. The agency established positive relationships with its co-sponsors.

When

1997 and conducted annually

Contact

Jean Jackman Public Information Officer
Pierce Transit
PO Box 99070 Tacoma, WA98499-0070
Tel: 253/581-8034 Fax: 253/581-8075
E-mail: jackmanj@piercetransit.org

Stuff-A-Bus Promotion (B-6)

Valley Metro

Number of Vehicles:
325 buses

Strategy

The "Stuff-A-Bus" campaign provides an opportunity for the public to donate nonperishable food stuffs for those in need. The promotion joins the City of Phoenix Public Transit Department (Valley Metro) with KDKB, a local radio station, and a grocery store chain. KDKB promotes the event while the grocery store chain provides locations to park the bus and receive donations. The donated food goes to a local food bank to help feed low income families in the community.

The event takes place during two weeks in November. Several locations of the sponsoring grocery store chain are used to host the event. The schedule of times and locations are publicized on the radio station so that citizens could plan ahead and visit the closest location. An article about the promotion is

featured in the passenger newsletter and press releases are distributed to all media outlets. An article is also featured in the food bank's newsletter. Valley Metro provides volunteers to drive and stay with the bus for the duration of the promotion.

Objectives

To promote goodwill within the community in the face of service cuts and fare increases.

Resources

The only direct cost to Valley Metro is postage for mailing press releases. Two buses are utilized for the promotion. All publicity is donated by KDKB.

Implementation Time

Two months

Results

Over 10,000 pounds of nonperishable food was

collected in two buses. Three local television stations covered the unloading of the buses at the food bank.

When

November 1995 and repeated annually

Contact

Angie Harvey Acting
Customer
Communications
Manager Valley Metro
302 N. 1st Av. #640
Phoenix, AZ85003
Tel: 602/261-8255
Fax: 602/261-8756
E-mail:
aharvey@vm.maricopa.gov

Cooperative Promotions

**Cooperative
Promotions**



cooperative promotions with the private sector have multiple pay-offs for the public transit system. While the savings realized by the public transit system in sharing the costs of a marketing project with the private sector may be the first pay-off that comes to mind, the development of goodwill with the private sector can also become a long-term benefit. The company that joins the transit system in a promotional effort may become a participant in the regular subsidized employee pass program, for example. The image conveyed to the public by coupling the transit system with an established retail name may enhance the general perception of the transit system. Projects or strategies included in this section include those where there were services contributed by the private sector; those where money was contributed by the private sector for the execution of the project; or those that were joint promotions.

"Here's the Scoop" Campaign (C-1) *Bloomington Transit*

Number of Vehicles:
20 buses

Strategy

Bloomington Transit of Bloomington, IN offered a special promotion called "Here's the Scoop" in order to address a decline in ridership on Saturdays over the course of the previous year. The campaign lowered cash fares from 75 cents to 10 cents on each Saturday in

the month of July. Riders also received a coupon from a local ice cream store for a free small ice cream. In return for its participation, the name of the ice cream store was included on all printed advertising for the campaign, as well as in live media coverage.

Objectives

To reverse the decline in ridership on Saturdays,

particularly during the summer.

Resources

The total cost of the promotion was approximately \$1,300, two-thirds in lost Saturday fares. The ice cream store provided 500 coupons and \$250 in advertising expenses.

Implementation Time

One month

Results

The transit agency estimated a 20-25 percent

increase in Saturday ridership during the month of the campaign.

When

July 1997

Contact

Polly Freyman Special Services Coordinator
Bloomington Transit
130 W. Grimes Lane
Bloomington, IN 47403
Tel: 812/332-5688
Fax: 812/332-3660

The Talking Yellow Pages (C-2)

Oahu Transit Services

Number of Vehicles:
525 buses

Strategy

The "talking yellow pages" is a service offered by GTE Directories to its customers who purchase ads in the telephone yellow pages. Oahu Transit Services took advantage of the program to offer information about its routes most used by visitors to the island and about its express services. The transit system swapped the cost of the information service for promotion of GTE through in-bus advertising. In addition, the transit system promotes the service (and thereby GTE) in other ways such as brochures, pamphlets, timetables, concierge reference books in most Waikiki hotels, and a 12-minute video shown on the Japanese Visitor Cable Network every two hours in 30,000 Waikiki hotel rooms.

Objectives

To provide 24-hour recorded information service to visitors (35,000 riders daily) and express bus riders (45,000 daily) at virtually no cost to the public transit system.

Resources

An information specialist with the transit agency spends time to provide an information "script" to

the telephone company, which is updated as schedule changes occur. The agency estimates that it receives approximately \$70,000 annually in GTE services in exchange for \$15,000 worth of interior bus advertising. In addition, the City of Honolulu prints brochures also promoting the GTE information system. A local bank (First Hawaiian Bank) also underwrites system costs.

Implementation Time

Six months

Results

The use of the computerized telephone information system is recorded daily. Current numbers (1997) show more than 200 calls from visitors daily and more than 100 calls about express bus services.

Adaptations

GTE and other telephone directory providers have similar services throughout the United States. Oahu Transit Services

believes it is the first to use the program for bus schedule information. The success of this Hawaiian program may be used as a model for transit systems large or small to pursue similar cooperative ventures.

When

Initiated in 1993 and ongoing

Contact

William L. Haig
Manager of Customer Services
Oahu Transit Services
(The Bus)
811 Middle St. Honolulu,
Hawaii 96819-2388
Tel: 808/848-4501
Fax: 808/848-4419
E-mail:
bhaig@thebus.org

Rider's Guide Publication (C-3)

Kent State University Campus Bus Service

Number of Vehicles:

23 buses

Strategy

The Rider's Guide is a booklet with information and maps about Kent State Campus Transportation local bus routes including Kent State University and Kent, OH. The booklet is given to all incoming freshman, distributed throughout campus, and given to the communities around Kent.

As part of a campaign to offset some of the costs of production, advertising in the guide is sold to local businesses. In return for their purchase of ads, the business name is printed on the route maps to indicate location of the establishments. A list of advertisers and phone numbers is included at the back of the directory.

The guide is a time critical publication. There are several deadlines and, as a result, early solicitation of businesses and organizations is essential to success. Good communication between the marketing and graphics departments, along with the printer, are also important.

Objectives

To garner sponsorship to offset publication costs of the transit guide.

Resources

The Rider's Guide is an annual publication, requiring approximately 150 hours of staff time to produce. The cost of the publication varies annually.

Implementation Time

Approximately five months.

Results

In 1996-1997, all advertisement space in the guide was completely sold for the first time. The agency was able to cover all production costs

through advertising sales for the first time in 1997-1998.

When

The guide is published annually.

Contact

Elizabeth Ricchiuti
Marketing Associate
Kent State University
Bus Service
1950 SR 59 Kent, OH
44240
Tel: 330/672-7433
Fax: 330/672-3662
E-mail:
ericchiuti@kent.edu

RIDER'S GUIDE

Kent
State University

1996-97



672-RIDE

CAMPUSBUSSERVICE
GO WITH IT!

Co-op Program with the Knoxville Museum of Art (C-4) *Knoxville Area Transit*

Number of Vehicles:
80 buses, 20 lift vans



Strategy

Knoxville Area Transit (KAT) of Knoxville, TN negotiated a cooperative promotion with the Knoxville Museum of Art (KMA) for a summer exhibit by the artist Red Grooms. KAT provided a wrapped bus painted red with the exhibit logo for display at the museum on certain days

during the exhibit. The agency also used the bus for shuttles, for excursions, as a rolling billboard, and as a display at other events. In return, KMA provided the transit agency with recognition as a sponsor in printed brochures, invitations, newsletters, and media advertising.

Objectives

To increase awareness of KAT and mass transit in Knoxville.

To increase attendance at the museum exhibit.

Resources

The agency and the museum, by written agreement, evenly traded \$2,400 worth of services with each other.

Implementation Time

One month

Results

The agreement worked to the mutual benefit of both organizations. Many people took note of the brilliant red-wrapped bus and positive comments were heard about the transit system.

Adaptations

Other groups within the city have sought mutually beneficial agreements with KAT.

When

May-August 1997

Contact

Belinda Woodiel
Marketing Manager
Knoxville Area Transit
1135 Magnolia Av.
Knoxville, TN 37917-7740
Tel: 423/546-3752
Fax: 423/525-5240



"Sally Says" Placemats for McDonald's (C-5) Citizens Area Transit

Number of Vehicles:

192 buses, 104
paratransit vehicles

Strategy

"Sally" is a cartoon character whose name represents "save a life like yours." The transit system was authorized by the state's office of traffic safety - bicycle and pedestrian program to use the character in combination with McDonald's Corporation cartoon characters (Ronald McDonald and friends) in developing a printed piece in a cooperative venture with McDonald's. The fast food company distributed the printed piece (Colorful tray placemat) by alternating the placemat with its other promotional placemats during a 12-18 month period. A kick-off program for the use of the placemat including a media event featuring elected officials, the private sector co-sponsors, and children. The state traffic safety program also provided a costume (usually worn by a 12-year old girl) to be used in public appearances promoting the program.

Objectives

To increase public awareness regarding pedestrian safety, specifically the safety of pedestrian children.

Resources

The major expense of the strategy was printing. The agency spent \$8,000 for the placemat printing. Other estimated costs include time spent by agency staff on the project: marketing manager - 10 hours; graphic artist - 40 hours; and staffing of the kick-off event - 4 hours.

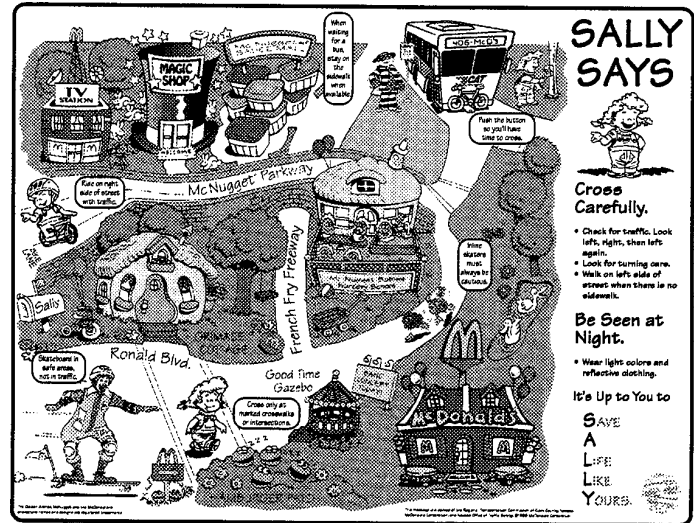
Underwriting much of the agency's cost of the project, however, was a state transportation safety grant.

Implementation Time

Ninety days

Results

The placemats were widely distributed at area McDonald's. They were also used by elementary school teachers as a classroom tool for discussing safety. While there is no way of attributing a reduction of pedestrian accidents directly to the placemats, the Regional Transportation Commission (RTC) staff judged the program successful in promoting Citizens Area Transit (CAT) as a good citizen. It is conceivable that the cooperative project also led to the involvement of McDonald's in the new



CAT downtown transfer center. Another cooperative program - production of a plastic cup to commemorate the opening of the transit center - was undertaken at that time.

Adaptations

Because of the success with the McDonald's placemat, the RTC is considering other similar joint endeavors to reach different audiences.

When

1996-1997

Contact

Stanton Wilkerson
Marketing Manager
Regional Transportation
Commission of Clark
County
301 East Clark St., Suite
300
Las Vegas, NV 89101
Tel: 702/455-5940
Fax: 702/455-5959
E-mail: rtc@co.clark.nv.us

New Residents Program (C-6)

Tri-County Metropolitan Transportation District of Oregon

Number of Vehicles:

766 buses, 26 light rail vehicles

Strategy

In January 1989, the Tri-County Metropolitan District of Oregon (Tri-Met) in Portland launched a monthly marketing program directed towards new residents in the Tri-Met district. New residents in 24 zip codes within the Tri-Met district were targeted for the promotion. Target areas were chosen because of particularly good transit service. CPC, a Pennsylvania firm that specializes in new resident promotions, was hired to obtain the names and addresses of new residents in the target zip codes and to mail a promotional packet each month. In June 1994, Tri-Met arranged for Portland General Electric (PGE), a local power company, to mail a packet to new residents within two weeks of the move-in date. CPC continues to mail the packet to areas not served by PGE.

The packet contains a letter outlining the personal benefits of riding transit, a coupon that can be redeemed for a packet of information about riding Tri-Met, and three free day tickets. One-half of the packet is an offer

to plan a trip of the respondent's choosing on the system. A short survey appears on the back of the response coupon which obtains general information about the respondent's riding behavior to enable the agency to more carefully segment its target market.

Objectives

To increase ridership on Tri-Met by targeting new residents and informing them of the service the agency provides.

Resources

The cost of maintaining the program is approximately \$35,000 per year. Minimal staff time is required to maintain the program.

Implementation Time

Six months

Results

The program was considered very successful by Tri-Met. The free tickets and response rate to the survey exceeded the agency's expectations. The success of the promotion demonstrates that

moving is a prime time to effect behavioral changes such as switching modes of transportation. The keys to the promotion's success were carefully segmenting out Tri-Met's target market and providing complete information to citizens at a time when they are making major changes.

When

Program began in 1989 and is continuing.

Contact

Rogene Clements
Administrative Specialist
Tri-Met
4012 Southeast 17th
Ave. Portland, OR
97202-3993
Tel: 503/238-4917
Fax: 503/239-6469

Co-op Grocery Store Program for Seniors (C-7)

Beaver County Transit Authority

Number of Vehicles:

42 buses

Strategy

In early 1993, the only grocery store within walking distance of senior citizen housing complexes in Beaver Falls, PA closed. Of immediate concern was how to ensure the affected citizens, primarily the elderly, could conveniently purchase groceries. An ad hoc committee of Beaver County Transit Authority (BCTA) staff, Beaver County Office on Aging (BCOA), senior citizen complex managers, Housing Authority staff, and several grocery store managers was formed to study the situation and find possible solutions. The committee proposed a demand-responsive, door-to-door shuttle service between the senior citizen complexes and the remaining grocery stores. Currently, twelve complexes have programs with five different stores. Approximately 275 one-way passenger trips occur each week between the complexes and the stores. Each shopping trip lasts two hours. Senior citizens in the complexes are encouraged to reserve trips at least 24 hours in advance, preferably one week in advance, before the trip. The service is

funded by the Pennsylvania Lottery Program (85 percent) and BCOA (15 percent), with the customer paying fifty cents towards each trip. On the inaugural trip to the grocery store, each participant is given an identification name badge with a designated number. This expedites recognition of groceries after purchasing. A matching ID number is placed on each bag of groceries. The participants are encouraged to stop at the store's conference room for snacks courtesy of the store. The grocery store delivers the bags to the community room of each complex, which eliminates the need for seniors to negotiate handling the bags on the bus on the return trip.

Objectives

To help senior citizens feel independent and remain part of the community.

To transport senior citizens to the grocery store on a scheduled basis.

To induce ridership.

Resources

The primary requirement for the program was a comprehensive meeting

with all organizations to coordinate efforts. The program is funded through the Pennsylvania Lottery Program and BCOA.

Implementation Time

One month

Results

The program began with just three senior citizen apartment complexes and one grocery store. It now serves 12 complexes and 5 participating stores. As news of the program is disseminated in the community, additional complex managers call for information about the service.

When

1993 and continuing

Contact

Rose Sutter Paratransit
Manager Beaver County
Transit Authority
200 W. Washington St.
Rochester, PA 15074
Tel: 724/728-4255
Fax: 724/728-8333

Bus Book Advertising (C-8) Citifare/Regional Transportation Commission

Number of Vehicles:
95 buses

Strategy

In order to minimize litter on buses and in transfer stations, and to provide a consolidated transit system information source, Citifare of Reno, NV created a comprehensive Bus Book that contains all routes, maps, and rider information. In order to offset production costs, Citifare sold advertising in the booklet to local companies and merchants.

Citifare targeted current riders rather than the general public as the market for the Bus Book. It used exterior queen panels, interior panels, small posters at transfer stations, as well as ads placed in the regular print media schedule (apartment guides, senior citizen newsletters) to promote the new Bus Book. A simple message showed "before" and "after" photos with models holding all of the individual timetables versus the one single bus book.

Objectives

To develop a better product for passengers that puts all routes, maps, and rider information in one easy-to-use booklet and is subsidized by advertising sales.

To reduce the litter on Citifare buses and in transfer stations created by discarded individual timetables.

Resources

The total promotion budget for the Bus Book was \$15,250. This included advertising and development, advertising printing, media and public relations.

Implementation Time

The Bus Book is a continuous project.

Results

Letters, phone calls, and letters to the editor indicate a high level of satisfaction with the booklet. Litter on buses and at transfer stations was reduced considerably.

When

March 1997 and updated twice a year

Contact

Terry McCloud Ad Sales Specialist
Regional Transportation Commission/Citifare
PO Box 30002 Reno, Nevada 89520
Tel: 702/348-0400
Fax: 702/324-3503
E-mail: tmccloud@rtcwashoe.com



Painted Bus Program (C-9) *Rockford Mass Transit District*

Number of Vehicles:

37 buses, 1 trolley, 18 paratransit

Strategy

In order to ease the difficulty in attending the city's summer festival, On the Waterfront, the Rockford Mass Transit District (RMTD) of Rockford, IL, in conjunction with local sponsors, provides a free Park-n-Ride service to the festival. The festival is held in the downtown district where parking is limited. The sponsor's painted bus was used to provide the service. The sponsors include a local television station, a local merchant, and a pork producer's association. RMTD worked in conjunction with the festival sponsors and promoted the service through the local media.

Objectives

To provide quick and easy access to the festival for those attending from out of town.

Resources

The cost of the service is covered by the sponsors. The agency's expenditures are approximately \$550 in time and fuel.

Implementation Time

One week

Results

Five hundred riders were anticipated, the final count was 2,600. RMTD ended up requiring two buses for the service, when only one had originally been foreseen.

Adaptations

The agency provides shuttle service with its painted buses for a proam golf tournament and an annual garden tour in Rockford.

When

1997 and annually

Contact

Lisa J. Brown Marketing Specialist
Rockford Mass Transit District
520 Mulberry St.
Rockford, IL 61101-1016
Tel: 815/961-2226
Fax: 815/961-9892

TRIP Employer Pass Program (C-10)

Kansas City Area Transportation Authority

Number of Vehicles:

243 buses

Strategy

The Transit Rider's Incentive Plan (TRIP) is the employer pass program conducted by the Kansas City Area Transportation Authority (Metro) of Kansas City, MO. TRIP allows employees to conveniently purchase monthly bus passes at work tax-free. The Metro provides a four dollar discount on each purchase. Employers are asked to match the amount and are encouraged to contribute more as an employee incentive. Incentives offered to TRIP participants include the Emergency Ride Home Program, which guarantees a free taxi ride home when an emergency arises. The Metro arranges and pays for the taxi service.

Three strategies are used to implement TRIP: advertisement, one-on-one, and media relations. For advertising, TRIP utilizes interior and exterior bus advertising. Bus riders contact the agency and distribute information about the program to their employers. The employee's initiative has a big impact on employer's interest in the program. Follow-up calls are made and a company profile is

developed which includes the type of business, its location, if employees work at the same address, total number of employees, the contact name and the CEO. Soon after, an interview is conducted with the Human Resources department regarding parking and transportation situations for the particular employer.

Media relations prompt new business because firms identify with what their competitors are offering their employees. Local news articles are printed periodically to introduce the program and to thank new TRIP members for joining.

Promotional materials are produced by the Metro and are given to each TRIP outlet. Materials are customized for organizations to introduce the service to employees. Informational sessions are conducted to help employees learn how to best use the system.

Objectives

To increase ridership by attracting new businesses to TRIP and to build pass

sales within current member firms.

Resources

TRIP works within an annual budget of \$10,000. One agency staff member is required to maintain the program.

Implementation Time

One to four weeks, depending on the size of the employer.

Results

Employer participation in TRIP increases about 20 percent every year. Success is measured by the total number of monthly bus passes sold and the total number of member firms.

When

1991 and continuing

Contact

Cindy Baker Director of Marketing
Kansas City Area Transportation Authority
1200 E. 18th St. Kansas City, MO 64100
Tel: 816/346-0209
Fax: 816/346-0305

"Transit Works!" (C-11)

Metro Transit

Number of Vehicles:
900 buses

Strategy

Until 1991, Metro Transit of Minneapolis, MN sold transit fares to employers at an 8.3 percent discount that could be passed along to employees. In that year, 450 employers participated in the program. When the agency introduced "SuperSavers," transit fares were made available to the public at a 30 percent discount. By 1996, the number of employers offering transit passes through payroll deduction had dropped to 215. As Metro Transit introduced new magnetic fare media in mid-1996, it began marketing a renewed employer-based program that offers a discount in addition to the SuperSaver discount. By state statute, only employers offering transit passes through payroll deduction could participate in the program.

Metro Transit developed a three-part campaign to attract new interest in its free employer pass program. "Transit Works!" was chosen as the program's title to tie it closely to the work commuting market and to put a positive spin on transit use. The first component was an informative brochure mailed to employers. This piece

included a return card for inquiries. The second tactic was a brochure mailed to employees. This leadgeneration piece contained two reply cards: one that could be sent interoffice to the employee's human resources department requesting investigation and another that could be sent to the transit agency, which would cause the forwarding of an information packet to the employee's company. Metro Transit also contacted employers previously or currently enrolled in payroll deduction to reintroduce the program and established a hotline that prospective participants could call for information.

Objectives

To reinvigorate the transit agency's employer pass program.

Resources

Metro Transit operates the program within an annual budget of \$10,000.

Implementation Time

Six months

Results

By the end of 1996, Metro Transit had received letters of agreement from more than 300 employers. The agency received nearly 200 reply cards for information, both from employers and

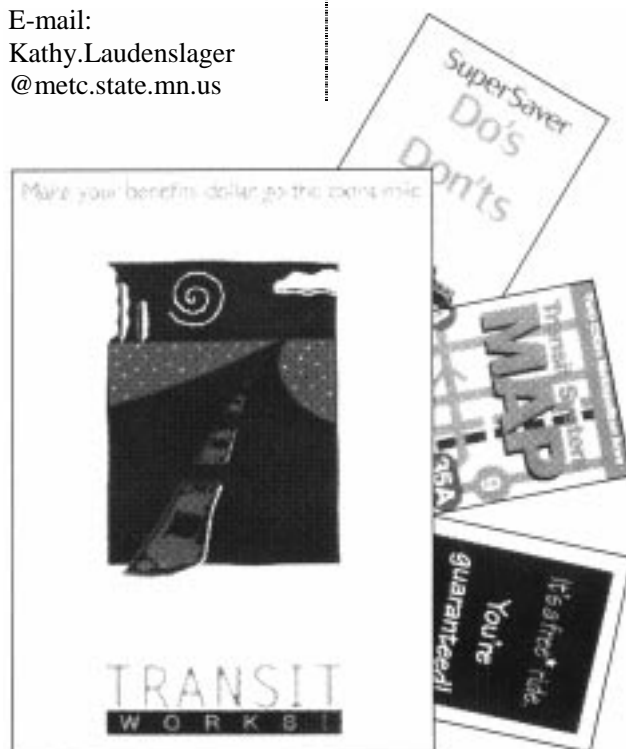
employees. Several employers, many of them smaller businesses, were interested in offering the program but declined participation, citing difficulty in establishing a payroll deduction system. These concerns were alleviated by the Minnesota state legislature, which revoked the payroll deduction requirement in 1997.

When

1996 and continuing

Contact

Kathy Laudenslager
Market Development
Specialist Metro Transit
560 Sixth Av. North
Minneapolis, MN 55411
Tel: 612/349-7531
Fax: 612/349-7675
E-mail:
Kathy.Laudenslager
@metc.state.mn.us



FoxTrot Promotion (C-12)*Transfort*

Number of Vehicles:
22 buses

Strategy
Transfort of Fort Collins, CO promoted the advantages of its new regional bus service between the cities of Fort Collins and Loveland by joining with five local merchants to provide discounts or free merchandise to holders of monthly FoxTrot passes. Transfort officials approached various businesses along the route and asked them to offer discounts in exchange for being named in all advertising for the passes, such as bus signs, flyers, newspaper and radio ads.

Objectives
To promote the advantages and conveniences of the new service to both riders and affected

merchants.
To increase sales of monthly passes.

Resources
The costs of the co-op promotion covered flyers, newspaper and radio ads, and staff time.

Implementation Time
Two months

Results
Transfort believes the promotion has been successful. The agency hopes to include more merchants in the program.

When
June 1997 and continuing

Contact
Linda Gale Dowlen
Transportation Demand
Supervisor Transfort
6570 Portner Rd. Fort
Collins, CO 80525
Tel: 970/224-6191
Fax: 970/221-6239
E-mail: LDowlen
@ci.fort-collins.co.us

Rider Incentives (C-13)

VIA Metropolitan Transit

Number of Vehicles:
529 buses

Strategy

To attract new commuter riders and increase ride frequency of existing riders, VIA Metropolitan Transit of San Antonio, TX works with various companies to offer incentives to passengers in exchange for ads on interior bus cards. These "perks" are then provided to passengers in several ways and are promoted on radio ads and through in-bus flyers.

The procedures for each incentive varies. In all cases, VIA exchanges space in the interior of the buses for a privately provided benefit to riders. The sponsors of the "perk" provides the bus cards, which are placed in 60 to 200 buses for a limited time. VIA radio ads are tagged with the current promotion. The various incentives are given to passengers through contest drawings, random ticket giveaways, or as bonuses when buying a monthly pass. In the first few months of the program, 1,000 movie tickets, circus tickets, and discount cards for local malls were distributed.

Objectives

To create a fun atmosphere for bus passengers and create a less serious perception about riding the bus.

To increase transit ridership.

Resources

The only cost to VIA is the printing of in-bus flyers, which range from \$100 to \$1000, depending on the incentive.

Implementation Time

Two months

Results

VIA believes the promotion is an easy way to give added value to passengers, and does not compete for significant funding from the agency's limited budget. In giving away the tickets and speaking with passengers,

the agency discovered the promotion is being very well-received. Numerous inquiries from potential additional sponsors have been received.

Adaptations

VIA has expanded the program to include riders with different types of passes.

When

September 1997 and continuing

Contact

Steve Cerna Public Affairs Coordinator VIA Metropolitan Transit
800 W. Myrtle San Antonio, TX 78212
Tel: 210/362-2378 Fax: 210/362-2572



United Shoppers Service (C-14)

Citibus of Lubbock

Number of Vehicles:

46 buses, 2 trolleys, 12 vans

Strategy

A major local grocery chain, United Supermarkets, underwrites the cost of providing public transit service directly to retirement homes, community centers, and private residences along the routes carrying seniors and physically challenged individuals to the supermarket for shopping. The service runs five days a week, twice on one day. These are routes "guaranteed" by the supermarket chain, although run open to the public. Liftequipped full-size transit vehicles are used. The vehicles run with a "United Shopper" header and no fares are collected while the route is underway.

Objectives

To reinvest in the community by providing transportation for elderly and physically challenged citizens for supermarket trips.

Resources

The transit system approached the supermarket initially about underwriting the service from retirement homes to the supermarkets. The supermarket chain has continued to underwrite the service throughout the years. The cost to United Supermarkets is estimated to be \$400 per week.

Implementation Time

The service requires minimal staff time to maintain.

Results

The transit system has judged the strategy not only to be beneficial in terms of the needed service provided to the citizens in its service area, but also the public relations and image building gained from media exposure. The service usually receives news coverage

on radio, television, and print media generally at least once a year. Not only do calls requesting information about the specific service go up after news coverage, but the public transit system continues to get kudos from the general public for the service.

When

Ongoing (initiated more than 25 years ago)

Contact

Scott L. Mitchell
Marketing Director
Citibus of Lubbock
PO Box 2000 Lubbock,
TX 79457
Tel: 806/767-2380, x 234
Fax: 806/767-2387
E-mail:
Smitchell@citibus.com

Weekend Shopper's Shuttle (C-15)

County Ride

Number of Vehicles:

8 buses

Strategy

County Ride, Queen Anne's County, MD public transit agency, has initiated a weekend shopper's shuttle service in the Kent Narrows area through a joint effort with 50 local businesses to encourage the creation of a tourist attraction area. The businesses in the prospective area each contribute \$50-\$100 per month to pay for bus service. In exchange, the businesses can place advertisements on seat backs and commercials on a tape playing in the bus that points out historic and scenic information along the route. Tee-shirts for the project, bus stop signs, and all operating costs are covered by the business contributions.

Objectives

To assist in creating a new tourist area.

Resources

The entire project is funded by local business contributions.

Implementation Time

Six to nine months

Results

The service is paid for without any taxpayer subsidy for operating and marketing costs. The project also raised the visibility and support for County Ride in the local business community.

When

1991 and continuing

Contact

Sue Leager Director
Queen Anne's County
Dept. of Aging
104 Powell Street
Centreville, MD 21617
Tel: 410/758-0848
Fax: 410/758-4489

Image Promotions

Image
Promotions

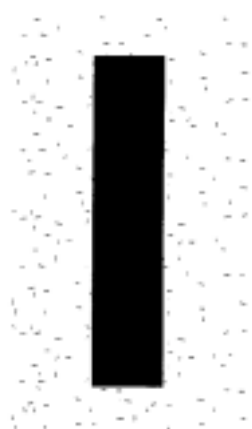


image promotion builds connections between the transit agency and the community. The goal of an image promotion is to present a positive image of the transit industry in general and the agency. Unlike a promotion about a specific service or route, image promotions are often targeting the community at large. It is a good opportunity to present the benefits of the publicly subsidized transit system to the community.

Bus Naming Contest (D-1)

People Mover

Number of Vehicles:
42 buses

Strategy

People Mover of Anchorage, AK received 18 new buses in 1996, the first new buses acquired by the system since 1983. With their arrival, the agency decided to celebrate with a bus naming contest open to all grade school children in the city.

Permission was obtained from the school district to conduct the contest. Entry forms were sent to each class with a two-week deadline for submission. Agency staff selected the winning names and the winners were notified.

On the day of the celebration, the winning bus was taken to the school

from where its name was submitted and the student, classmates, teachers, and parents were given a ride to the ceremony. The Mayor of Anchorage made the presentations. Standing in front of the winning buses, the students were given a small plaque showing the bus name and the student's name and had their picture taken. Each winning class was given an inclassroom lunch from Pizza Hut on a date selected by the teacher.

Objectives

To involve the community in celebrating the arrival of new buses.

To increase community awareness of public transit.

Resources

The total cost of the project was \$1,375. Total staff time was 152 hours. Pizza Hut donated the in-classroom lunch for each class of the winning students.

Implementation Time

Two months

Results

More than 450 names for the 18 buses were submitted, far exceeding expectations. On the January day when the buses were unveiled and students awarded, it was - 18° F outside, yet more than 800 people attended the ceremony. One class wrote a song that was performed during the ceremony. People Mover intends to repeat the pro-



ject when the next round of new buses arrive beginning in December 1998.

When

1996

Contact

Robert Kniefel
Public Transportation
Director
People Mover
3650-A E. Tudor Rd.
Anchorage, AK 99507-1252
Tel: 907/343-8402
Fax: 907/563-2206
E-mail:
crazybob@alaska.net

Thumbody Express-ions (D-2)

Caro Transit Authority

Number of Vehicles:
6 buses

Strategy

The Caro Transit Authority of Caro, MI, the governing body of the Caro Thumbody Express, publishes a quarterly newsletter called "Thumbody Express-ions." It informs the general public about public transportation, advertises community events, current information about the community, and a bit of nostalgia. The newsletter is distributed to businesses, schools, and area organizations.

Targeted groups focused on in the newsletter include: workers, schoolchildren, working parents, and local retailers. Children's organizations such as scouting and 4-H are promoted in the newsletter. Retailers receive mention and are informed of the number of passengers dropped-off at their location.

Objectives

To change the public perception of the local bus system.

To inform the public of the advantages of public transportation.

To increase support of the bus system from the local business community.

To increase ridership.

Resources

Federal and State marketing grants for rural transit agencies are used to print the newsletters.

Contributions of articles and information are accepted from the local community.

Implementation Time

Eight to ten hours per issue.

Results

Once known as the "handicapped bus," the service is now accepted as a general public transit

service. There is increased support from the agency within the business community. Mileage has been increased, and the passenger count is stable.

When

The newsletter is published quarterly.

Contact

Jennifer Leitzel
Manager, Caro
Thumbody Express Caro
Transit Authority
317 S. State St. Caro, MI
48723

Tel: 517/673-8488

Fax: 517/673-7310

E-mail:

CTA@centuryinter.net

Video for Speaker's Bureau (D-3)

Good Wheels, Inc.

Number of Vehicles:
72 buses

Strategy

Good Wheels is the state recognized provider of transportation for individuals with physical challenges in Lee and Hendry counties in Florida. In its six-year history, demand for its services has doubled from 132,000 riders to 259,000 riders. Despite this growth, Good Wheels was not well known in the community. In January 1995, agency officials retained Susan Bennett Marketing and Media to help improve its image and develop an ongoing public relations and marketing plan. The public relations agency recommended a public relations strategy that would place Good Wheels in a proactive position with the overall goal of creating an image as a responsive, well-managed non-profit transportation company. One component of the plan was the development of a video to serve as the mainstay of a new speaker's bureau.

The theme of the video, "The Wheels of Independence," was used to demonstrate how Southwest Florida's physically challenged populations have attained transportation independence because of Good Wheels.

The show was scripted and put out for bids to get the most cost-effective production. A local cable company was the low bidder. Filming occurred over one week, with two days of editing.

Objectives

To position Good Wheels as the leading transportation provider for the physically challenged in Southwest Florida.

To illustrate Good Wheel's growth over its six-year existence.

To highlight the social service agencies that depend on Good Wheels for transportation of their clients.

Resources

Scriptwriting and coordination was conducted as part of the contract with the public relations firm. Production and editing of the video was \$2,600. The local cable company donated \$2,000 in production services to the project.

Implementation Time

Three to four months.

Results

Response to the video was immediate and gratifying. More than 30 pre-sentations were made to civic groups and organizations in the first 6 months after production.

Upon seeing the video, community leaders were impressed with Good Wheels growth and were unaware that the agency provides so many rides to physically challenged individuals and serves so many social service organizations. A public service announcement was derived from the video, and both of them received Awards of Distinction from the Florida Public Relations Association for meeting stated objectives. Good Wheels continues to present the video at speaker's bureau engagements, trade show booths, and as part of presentations to county funding entities.

Adaptations

The video was updated once at a cost of \$600. It will again be updated to address welfare-to-work issues.

When

1995 and regularly presented since then.

Contact

Deloris Sheridan
President Good Wheels,
Inc.
10075 Bavaria Rd. SE
Fort Myers, FL 33913
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Fax: 941/768-6187
E-mail:
gowheel@aol.com

"On the Move" Newsletter (D-4)

Good Wheels, Inc.

Number of Vehicles:
72 buses

Strategy

Because of the agency's high rate of growth, Good Wheels of Fort Myers, FL initiated a newsletter to communicate with passengers, funding entities, and community leaders. The non-profit agency turned to its public relations firm to create an eye-catching newsletter that imparts the latest information about Good Wheels as well as profile riders and members of its board of directors.

The newsletter ranges from four to six pages each issue with a page

size of 8-1/2" by 11". This format was selected because it is cost effective, easy to mail, and does not take up much room when read on agency vehicles. Every issue has at least one article pertaining to new routes or explanations of old ones, along with fare information. To put a more human face on Good Wheels, each issue contains profiles on employees, a social service agency served by Good Wheels, a member of the board of directors, as well as passengers. Letters from riders, announcement of coming events, and ridership statistics complete the package.

Objectives

To develop a newsletter for riders, community leaders, and funding agencies with a goal of printing 1,300 copies in

quarterly issues.

To create a name and look for the newsletter that reflected the high growth of Good Wheels.

To increase ridership.

Resources

The writing and coordination of the newsletter is part of an ongoing contract with the agency's public relations firm. Printing, postage, art-work, design, and production costs are approximately \$2,300 per issue.

Implementation Time

The agency considers the newsletter a continuous project.

Results

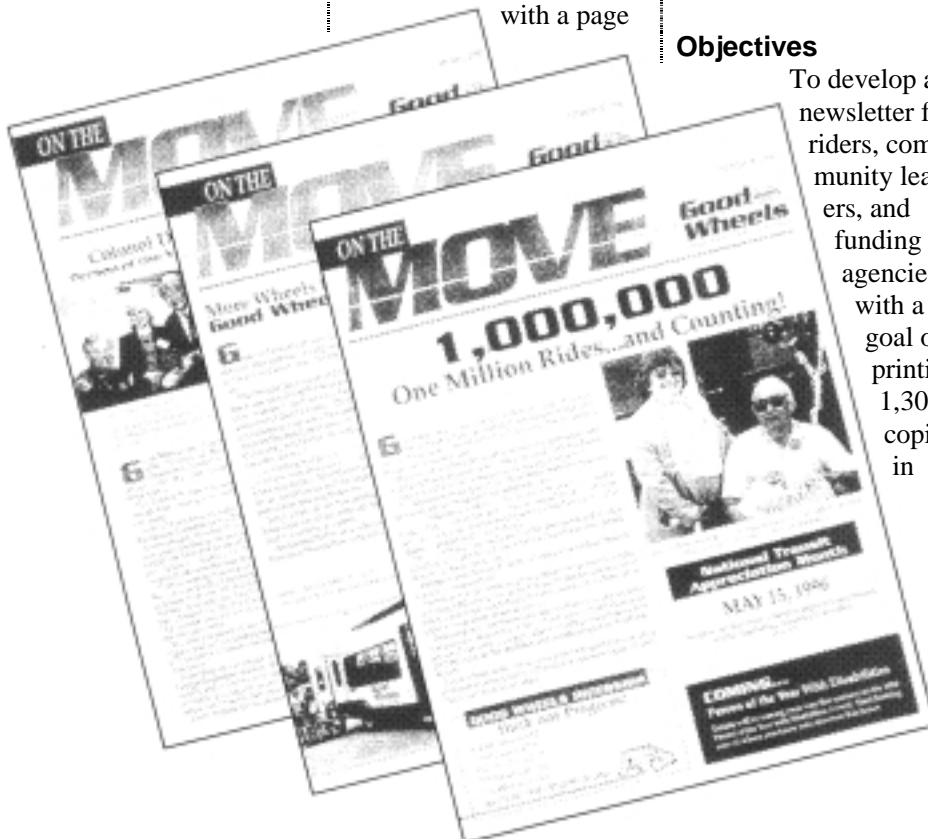
The newsletter is published three times a year with good success. Ridership continues to grow. The newsletter has been honored by the Florida Public Relations Association with a Judge's Award for cost-effectiveness.

When

The first issue was Summer 1995.

Contact

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President Good Wheels, Inc.
10075 Bavaria Rd. SE
Fort Myers, FL 33913
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Fax: 941/768-6187
E-mail:
gowheel@aol.com



Changing Paint Schemes (D-5)

Citrus Connection

Number of Vehicles:
30 buses, 13 mini-buses

Strategy

Citrus Connection of Lakeland, FL decided to change the exterior paint scheme of its buses. It was envisioned that a higher level of community support will result as more people identify with the new color scheme. The original paint scheme consisted of orange, yellow, and green stripes on a white background. The new paint scheme is a row of three colors of fruit - yellow, tangerine, and orange - on buses with different background colors. The new backgrounds include yellow, green, pink, raspberry, purple, turquoise, teal, burgundy, copper, silver, and gold.

The project was implemented by hiring a graphic design artist to create the design and then having the agency's maintenance staff reproduce it in a newly constructed paint bay.

Objectives

To change the public image of the Citrus Connection.

Resources

A capital grant was used to fund construction of the paint bay at a cost of \$80,000. The graphic design artist was paid \$150 for the new design. Paint and labor costs for each bus is approximately \$3,000.

Implementation Time

Three years

Results

The new paint scheme has been a primary source of comment and compliments.

When

1997

Contact

Steve Githens Transit
Director Lakeland Area
Mass Transit District
1212 George Jenkins
Blvd. Lakeland, FL
33815
Tel: 941/688-7433
Fax: 941/683-4132
E-mail:
CitConGit@aol.com

Star Trolleys (D-6)

Metropolitan Transit Authority

Number of Vehicles:

144 buses, 37 vans, 13 trolleys

Strategy

Metropolitan Transit Authority (MTA) of Nashville, TN has named four of its trolleys after famous country-western musicians. The names chosen originate from a variety of sources. Public sentiment led to one trolley being named for Chet Atkins, an opinion poll chose George Jones, and the city government designated Marty Stewart for one of the vehicles. The "Dolly Trolley" is named for Dolly Parton. A ribbon-cutting ceremony is held on the designated trolley's first day of service, with the musician and local government officials in attendance. In addition to their name being on the trolley, a glass partition in the vehicle contains an etching of the musician's signature and a quote from the artist. The trolleys operate in historic districts, such as the down-town area and Music Row, and in the

Music Valley Drive/Opryland area. The transit system also provides local musicians for live entertainment aboard the trolleys.

Objectives

To enhance the trolley ride for passengers and tourists.

To increase public awareness of the trolleys in the agency's system.

Resources

The costs to the MTA are considered minimal. The glass etching, lettering and decals for the trolleys, and supplies for the ribbon-cutting ceremony are the main expenses of the program. The performers work for tips plus a minimum amount of \$5 an hour.

Implementation Time

One month for each trolley.

Results

The program has been very successful and has expanded its role as a

promoter of tourism. Concierges at downtown hotels have been allowed to ride the trolleys for free in order to pass along information about the trolleys to visitors.

Local merchants and representatives from outlying tourist attractions board the trolleys and inform passengers about Nashville and its attractions.

Adaptations

The trolleys are utilized in a co-sponsored holiday lights tour program called "Holiday Trolleys."

When

1996

Contact

Jennifer Kocak
Rideshare Coordinator
Metropolitan Transit Authority
130 Nester St. Nashville,
TN 37210
Tel: 615/862-5961
Fax: 615/862-6208

METRO Online Website (D-7)

Santa Cruz METRO

Number of Vehicles:
93 buses

Strategy

In order to enhance its level of customer service and disseminate information about the agency more effectively, Santa Cruz METRO of Santa Cruz, CA developed and created its own website. Customers now have 24-hour, 7 days a week access to information about transit services in the county.

Objectives

To provide a continuously available source of customer service information.

To position the agency as contemporary and "high tech."

Resources

The website was developed in-house. The

primary source of funds was a local air district grant of \$29,000. HTML preparation was provided by a volunteer. The agency used the air district funds to purchase a computer server and pay line costs for one year.

Implementation Time

This project was conducted incrementally over a lengthy period of time. A website can be constructed by a transit agency in a much shorter period.

Results

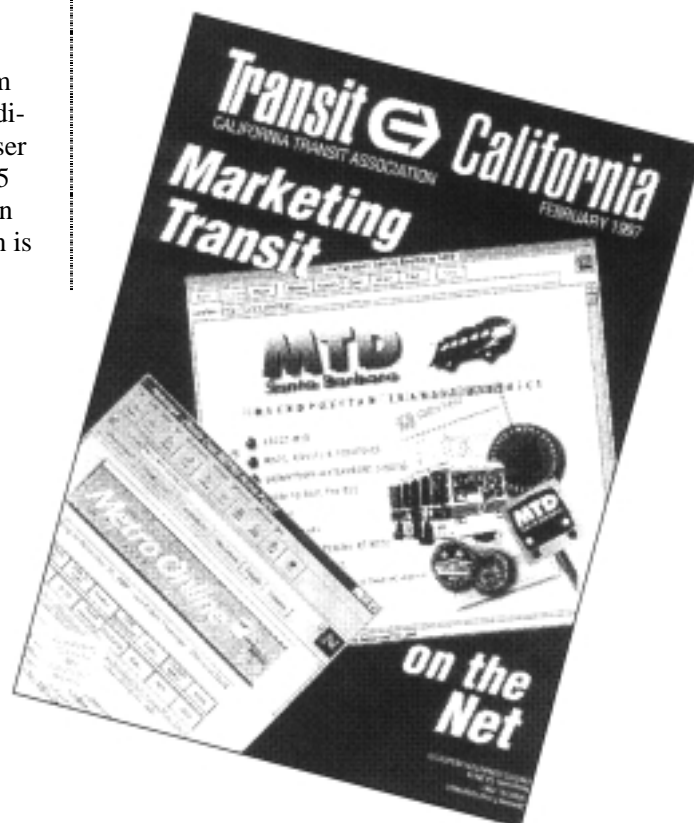
The website is at <http://www.scmtd.com> and is currently providing more than 2,200 user sessions per month, 45 percent of which are in off-hours. Information is regularly updated.

When

July 1995

Contact

Mark Dorfman Assistant
General Manager
231 Walnut Avenue
Santa Cruz METRO
Santa Cruz, CA 95060
Tel: 408/426-6080
Fax: 408/426-6117
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mdorfman@scmtd.com



"Pledge to Our Customers" & Customer Service Tour (D-8) MARTA

Number of Vehicles:
704 buses, 240 rail vehicles

Strategy

The Metropolitan Atlanta Rapid Transit Authority (MARTA) of Atlanta, GA has developed a new, agency-wide customer service program. Two parts of the program meet the criteria of cost-effectiveness and could be utilized by any transit agency. The first is the MARTA "Pledge to Our Customers." It is a document created and approved by MARTA's Board of Directors. It is distributed to existing and potential customers. The pledge outlines 10 basic qualities of service standards MARTA's customers should expect from the agency every day. By giving it to customers, employees are accountable for knowing the high standards set by the agency. The pledge encourages individual and team staff efforts to work towards realization of the goals. The program is supplemented by a "Report Card" that measures customer opinions on MARTA's customer service activities.

Supporting the "Pledge to Our Customers" program is a series of Customer Service Tours. This involves the MARTA's General

Manager/CEO and a rotating team of employees, "The Customer Service Team," meeting and greeting riders throughout the MARTA service area and listening to their experiences riding the MARTA system.

Richard J. Simonetta, the GM/CEO of MARTA, was the focal point of the tours. Although the program was an agency-wide image campaign, the marketing department felt there had to be a focus on something or someone that could provide credibility to the program for customers. The staff considered a celebrity spokesperson, a mascot, and other tactics, but felt that having the head of the agency greeting customers throughout the system would most effectively impart a feeling of concern for riders and a commitment to improvements. A typical Customer Service Tour begins with the CEO and the Customer Service Teams at a bus, train, bus stop area, or rail station to greet customers. While speaking with and listening to customers, the team tries to communicate several points. The team informs customers about "the Pledge" and gives them brochures, distributes report cards, and distrib-

utes "I Met Rick" buttons which, if worn in the future and seen by the CEO on another tour, is good for a surprise (an inexpensive promotional item).

Objectives

To publicize the high caliber of leadership at MARTA.

To build public confidence in MARTA's performance.

To elevate MARTA's role in the future development of the region.

To put a customerfriendly face on MARTA.

To create a more relaxed, fun, and accessible environment for MARTA's agency and customers.

To tear down barriers between MARTA and its customers in order to make MARTA more accessible and concerned about customer needs.

Resources

By taking advantage of in-house production staff, MARTA was able to keep the estimated cost of the project to \$15,000 over an eight-month period.

Implementation Time

Six weeks

Results

Both program components have been a great success with all objectives being reached. After

the first seven tours, the Customer Service Teams had distributed more than 30,000 report cards to MARTA customers and employees. In the first five months, 3,500 cards had been returned by customers. MARTA

continues to receive 20 to 30 a day. Suggestions for improvements have been studied and several have been implemented.

When
January 1997 and continuing

Contact
Mitzi Rutledge
Senior Marketing
Manager
MARTA
2424 Piedmont Road
Atlanta, GA 30324
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Fax: 404/848-5098

Mural Beautification Project (D-9) *Toledo Area Regional Transit Authority*

Number of Vehicles:
180 buses

Strategy

The Sea Gate Centre pedestrian concourse mural is a joint effort in city beautification by the City of Toledo, OH and the Toledo Regional Transit Authority (TARTA). The north wall of the concourse features the TARTA system. The mural's title, "Public Transportation Serving the Community, Yesterday, Today, and Tomorrow," exactly describes the images. At the beginning of the wall, there is a scene showing a horse and buggy. At the end of the concourse, a new-age TARTA skyway rail system is rendered. The idea for the mural originated in the Toledo Mayor's

office as a desire to make the concourse more interesting. After an agreement between TARTA and the city was finalized, a call for ideas and sketches was made to artists in the community. A number of meetings led to a decision on which artist to use.

Objectives

To reflect TARTA's and the City of Toledo's commitment to the importance of aesthetics in Toledo's public spaces.

To promote the importance of public transit in the community.

Resources

Funding for the project came in part from a federal grant for the rehabilitation of downtown transit stations.

Implementation Time
One year

Results

Many praises for the mural have been received, some noting that the concourse is a much more stimulating walk than before.

When

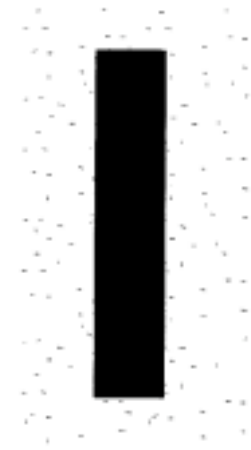
The mural was dedicated in June 1997.

Contact

Bill Herr Planning
Director TARTA
1127 W. Central Av. PO
Box 792 Toledo, OH
43697-0792
Tel: 419/245-5222
Fax: 419/243-8588

Internal Promotions

**Internal
Promotions**



Internal promotions are an opportunity for a transit agency to enhance the organization from within, with the attendant result of strengthening the level of service provided to riders. The level of morale within a transit organization directly affects its level of customer service. Good internal promotions are effective morale boosters. They enhance the unity and confidence of staff and build good two-way communication between management and employees. Internal promotions can respond to both short- and long-term agency needs, all the while building credibility with the community and creating a positive public image.

Blue Jeans for Needy Families (E-1)

VIA Metropolitan Transit

Number of Vehicles:
529 buses

Strategy

VIA Metropolitan Transit in San Antonio, TX helps fund local community outreach projects through a program whereby employees are encouraged to wear blue jeans on Fridays at the cost of a \$1 donation for the day. The money is collected by a designated employee, the "Blue Jean Rep," in each department. The employee is given a sticker that is dated and worn that day. The sticker reads "Blue

Jeans for Needy Families." The Community Relations Coordinator at VIA is in charge of the project.

Objectives

To boost employee morale by allowing the wearing of jeans on Friday.

To help less fortunate families in the community.

To increase the positive image of VIA within the community.

Resources

The budget direct cost for the project was \$200

for the stickers, which was paid from the donations. VIA's community relations coordinator devoted approximately 85 hours per year to the project. The "Blue Jeans Rep" job requires approximately 15 hours per year, while finance personnel estimated eight hours spent on the project each year.



Implementation Time
One week.

Results

VIA employees were able to contribute program donations to several community outreach projects. They include: The Adopt-a-Family Christmas Project, the March of Dimes fundraiser, the Santa Rosa Children's Hospital Miracle Network, and the Back-to-School project for San Antonio Metropolitan Ministry transitional families and neighborhood elementary schools. The program continues to

expand, with an Easter basket project included in 1998. The organizations are very appreciative of the support and VIA employees enjoy participating very much.

Adaptations

Each fall, employees are encouraged to wear Blue Jean Fridays attire during VIA's two-week United

Way campaign. Employees purchase the \$1 stickers and the money collected for the casual days from Monday to Thursday are donated to the United Way along with other pledges at the end of the annual campaign.

When

Project began in the fall of 1995 and is continuing.

Contact

Gloria Boysen
Community Relations
Coordinator VIA
Metropolitan Transit
800 W. Myrtle San
Antonio, TX 78212
Tel: 210/362-2370
Fax: 210/362-2572

Wellness Program (E-2)

Utah Transit Authority

Number of Vehicles:
534 buses, 60 vans

Strategy

A wellness program was developed by Utah Transit Authority in Salt Lake City, UT to help employees and members of their families choose healthy lifestyle alternatives. Services are free of charge to employees and spouses.

The program has grown from one room to eight centers at four different transit divisions. All of the centers are located in transit facilities, and include treadmills, weight sets, stair climbers, and aerobics

classes. The program also includes a yearly fitness evaluation with an annual bonus for positive results, personal training and nutrition analysis, smoking cessation and weight management programs with bonuses, both work and non-work injury rehabilitation, and an annual health fair.

Objectives

To promote wellness opportunities to transit agency employees in order to support and maintain healthy lifestyle choices and promote an overall sense of well being.

Resources

Funding for the wellness centers comes from two percent of any savings on annual health insurance premiums. The project has support from the general manager and the board of directors. The centers do not have a staff attendant, although

a wellness director is assigned to the facilities.

Implementation Time

The original center was incorporated into the design of a new transit facility.

Results

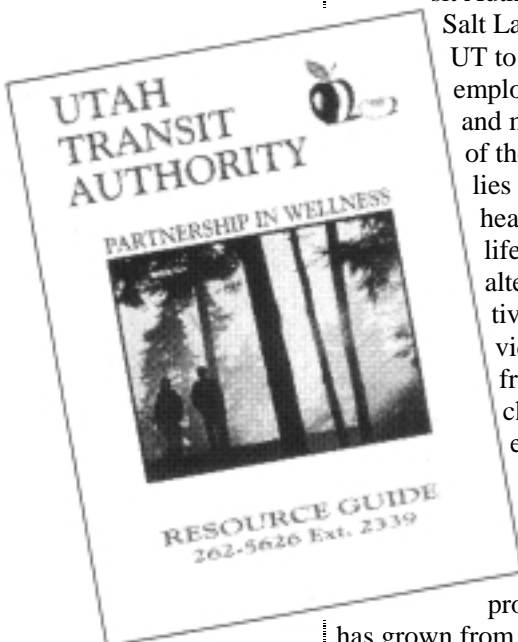
Since 1984, the program has grown to include 960 employees out of 1,200 at the agency. Health insurance premiums for the agency have increased at only one-third to one-half the national averages since the program began.

When

1984 to the present

Contact

Raylene Thueson
Wellness Program
Administrator Utah
Transit Authority
3600 South 700 West PO
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City, UT 84130-0810
Tel: 801/262-5626 x2339
Fax: 801/287-4555



Driver's Excellence Award (E-3) *Tangipahoa Public Transportation*

Number of Vehicles:
8 buses

Strategy

In 1996, Tangipahoa Public Transportation of Amite, LA initiated an annual Driver of the Year award. In order to arrive at their decision, the managers of the transit agency used a three-part evaluation system. The first part consisted of a supervisor's appraisal of the driver's job performance. The second part was an evaluation of the driver by the Transportation Coordinator. Finally, passenger surveys were sought to gauge the driver's abilities. The driver receiving the best cumulative score is designated Tangipahoa Public Transportation Driver of the Year. The award is presented at an annual parish-wide event in conjunction with National Transportation Week. The driver's name is engraved on a plaque

that is displayed at the office from which the driver works. The driver also receives a \$25 cash award.

Objectives

To make drivers more aware of the importance of their roles as transit providers.

To promote confidence, credibility, and a rapport with the community.

Resources

The cost of the project is under \$80, including the cash award, plaque, certificates, and frames. No significant additional staff time is required.

Implementation Time

Information is gathered from July to April.

Results

The project provides the added bonus of feedback from the rider surveys.

The agency feels it receives a good indication of service satisfaction levels. This is an ongoing project.

When

1996 and continuing

Contact

Mary Dowling
Transportation
Coordinator Tangipahoa
Public Transportation
106 Bay St. Amite, LA
70422
Tel: 504/748-7486
Fax: 504/748-3199

On-Site Child Development Center (E-4) VIA Metropolitan Transit

Number of Vehicles:
529 buses

Strategy

VIA Metropolitan Transit in San Antonio, Texas operates an on-site Child Development Center (CDC) providing quality care for the children, grandchildren, nieces, and nephews of VIA employees. The CDC provides high quality child-care at less than market rates and is available beyond the operating hours of most commercial child care facilities. The CDC was developed as a benefit to assist in recruiting and retaining highly qualified employees. VIA believes that dependable, quality childcare that is available during extended hours (Monday-Friday, 5:30 a.m. to 7:00 p.m.) reduces absenteeism and turnover among employees. The Center provides employees with a sense of security and well-being regarding the welfare of their children.

The Center accepts children from birth to seven years old. It is managed and operated by a staff of highly qualified early childhood educators who are VIA employees. The CDC can accommodate 73 children at any one time, however due to drop-in care and extended operating hours, more than 73 children can

actually be enrolled. A parent advisory committee helps to shape policies and activities as needs and conditions change.

Objectives

To aid in recruiting and retaining highly qualified employees.

To reduce absenteeism and turnover among employees.

Resources

The total cost of the CDC was \$400,000, of which more than \$310,000 was for construction. A feasibility study was conducted on behalf of VIA by a child care consulting firm, along with site evaluation and financial proformas. To construct the CDC, VIA remodeled an existing, unused building on its property. Federal Transit Administration formula capital grant funds were used for 80 percent of the construction funds.

Employees using the center pay the majority of operating costs through weekly tuition. Operating costs are also subsidized through VIA's general operating budget. During the first year of operation, VIA's subsidy was 49 percent of direct costs. By 1996, 22 percent of operating costs were subsidized by VIA. The center also holds various fund-raising activities throughout the year.

Implementation Time

Ten years from conception to implementation; three years from decision to implement to opening facility.

Results

The CDC has been continuously operating at or near capacity since it opened. It continues to receive wide-spread support from parents and non-parents alike. VIA believes that absenteeism and employee turnover have been reduced, productivity has increased, and the Center is a valuable tool in the recruitment of employees. Employees who do not use the Center benefit from the well being of fellow employees who are utilizing the service. The fund-raising activities are morale boosters for the agency, and contribute to a positive work atmosphere.

When

The CDC opened in September 1990 and has been in continuous operation since.

Contact

Mary Helen Santillan
Child Development Center Administrator
VIA Metropolitan Transit
800 W. Myrtle PO Box
12489 San Antonio, TX
78212
Tel: 210/362-2230
Fax: 210/362-2581

VIA for Life Health Fair (E-5)

VIA Metropolitan Transit

Number of Vehicles:

529 buses

Strategy

VIA Metropolitan Transit in San Antonio, Texas holds an annual health fair for employees, immediate family members, and retirees. The two-day fair offers direct contact with a wide variety of health professionals and service providers. The health fair is a good opportunity for employees to become more educated about health issues. Tables and booths are set up to offer information and screenings. Screening results can identify health problems before they become serious. Over \$200 worth of health screenings are free to participants. Some tests, such as blood profiles, prostate screening, mammograms, and flu shots, require the employee to pay a modest fee.

Objectives

To provide employees and their families with the opportunity to become more aware of health issues.

Resources

The health fair is conducted voluntarily by the

agencies and businesses that set up booths and tables. In most cases, the exhibitors consider this part of their mission and expect to take part in such activities at their own expense. VIA spends \$2,100 to pay for health screenings that are not offered free.

VIA budgets \$5,000 for the fair in anticipation of maximum participation, but usually spends approximately \$3,000 per year. Two VIA staff members are utilized to contact and coordinate the exhibitors. To increase participation, VIA provides door prizes, most of which are donated, and an incentive item to employees completing a Health Check card. VIA spends approximately \$900 on the incentive item, which is changed each year. VIA staff vol-unteers are used during the two days of the fair.

Implementation Time

Two and a half to three weeks.

Results

The health fair has grown over the years with more exhibitors and more employees and family members participating each year. Ninety-five percent of the participants are active employees. VIA believes the fair contributes to lower costs for employee health care, lower absenteeism, and higher morale.

When

The Health Fair is an annual event.

Contact

Yogi Cruz Manager of Employee Benefits VIA Metropolitan Transit
PO Box 12489 San Antonio, TX 78212
Tel: 210/362-2000 Fax: 210/362-2571